



**King County**

# King County Employee Survey - 2012

***Department Results and Analysis***  
*King County Information Technology*



***Prepared by Communication Resources Northwest***

# KING COUNTY EMPLOYEE SURVEY – 2012

## Department Results and Analysis

### King County Information Technology

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## Summary

In March 2012, King County conducted its second survey of County employee perceptions. This survey gathered data from employees across a broad range of categories, including: overall satisfaction, characteristics of the work environment, performance feedback, supervision and management, and communication. In addition, the survey requested information about preferred methods of internal communication and familiarity with various organizational initiatives.

This report summarizes the findings for King County Information Technology (KCIT) from the 2012 survey, providing interpretation and analysis across the complete set of categories measured. The report also compares results with the 2009 employee survey data. Additionally, demographic results are reported to further understand key aspects of work as they differ across key employee characteristics. This may help King County Information Technology as they target their responses to these data.

## Key Findings

- KCIT employees are engaged and highly identified with their organization. They are largely proud to work for King County and would recommend it as a good place to work.
- Employees are more satisfied with their jobs and report much more positive perceptions of their department's customer service efforts than in 2009. They are also much more positive about how well their group works with other county groups and the extent to which KCIT's mission and goals give direction to their work.
- KCIT employees are less positive about the resources provided to do their jobs and about their work volume. High job satisfaction, when combined with these indicators, suggests that these employees both feel a high degree of personal control over their work environment and receive more feedback/recognition from supervisors, both strong predictors of engagement and satisfaction.
- Employees report positive perceptions of their work environment, though are somewhat less positive about the respect co-workers provide each other and the County's support of work/life balance. These may both be areas KCIT leadership may want to investigate further to resolve potential issues that might impact future employee engagement.
- While not particularly connected to the King County Strategic Plan, the vast majority of KCIT employees are familiar with KCIT's mission and goals and understand how their work contributes both to the success of King County and the achievement of group goals and objectives.
- Though they feel personally responsible for keeping their skills and knowledge current, KCIT employees are less positive about both the training providing by the County and their understanding of their career paths to advance at King County.

- Many KCIT employees feel overloaded at work with strong feelings that their work volume impacts the quality of work. However, they do feel very comfortable making the decisions they need to about their work and believe that their skills are well-matched to job responsibilities.
- While KCIT employees report very positive perceptions of teamwork overall, they are less positive about how well team problems are dealt with to avoid impacts to the work they do.
- Most KCIT employees are very positive with regards to communication. They understand job expectations and feel well informed about King County events and news. Some employees report more neutral perceptions of having the information they need to do their jobs, which may warrant discussion by KCIT leadership with employees and supervisors to ensure necessary work-related information is effectively transmitted throughout the organization.
- The vast majority of KCIT employees are very positive about the customer service efforts of the department. Most strongly believe that their department seeks and uses customer feedback and actively works to be responsive to the needs and expectations of KCIT's customers.
- While more moderate in their perceptions of performance communication, it is notable that many of KCIT employees report receiving a performance appraisal in the last 12 months. This may account for the more positive ratings KCIT employees give performance communication when compared to other King County departments. However, KCIT leadership may want to work with supervisors to make performance communication more regular, outside of annual reviews, and to increase the value of that performance feedback to employees.
- KCIT employees are largely very satisfied with the supervision they receive. They believe their supervisors communicate openly and honestly and encourage continuous improvement. Consistent with previous findings, they are less positive about resources and information, both areas that KCIT leadership should consider in providing additional resources and training to supervisors. Further, it should be emphasized that given the strong relationship between supervision and engagement, these higher scores may be why KCIT employees report such strong engagement despite feeling overworked and under-resourced.
- While more positive than King County employees overall, KCIT employees report very moderate perceptions of their management, though most believe leaders have a clear vision for the department.

## Interpretation of Results

The questions in the study were scaled using a five-point scale. Results are reported as means (averages), which reveal how the aggregate of employees responded. A review of the data in raw form reveals that most employees are not neutral in their perceptions. The vast majority responded with answers that were either positive or negative (percentage of truly “neutral” responses was less than 20%).

### INTERPRETATION OF SCORES

4.0 –5.0:	Positive
3.0 –3.9	Somewhat Positive
2.0 –2.9:	Somewhat Negative
1.0 –1.9:	Negative

There is no single question in the survey where the preponderance of employees answered “neutral.” However, many of the averages reported in these results are between 3.0 and 4.0. This does not mean employees are neutral in their perceptions. Rather, these averages are the result of the positive and negative “pulls” from employees answering either positively or negatively in varying degrees. Therefore, in interpreting these results, averages above 3.0 should be considered primarily positive, while averages below 3.0 should be considered primarily negative.

## Creating Strong, Composite Measures

The 59 questions in the survey were grouped logically and statistically into fourteen different composite measures<sup>1</sup>. These measures were created to enable a simpler and clearer way of understanding how employees experience their work environment. Further, these composite measures enable analyses to reveal the relationships among elements of the work environment and how the County might best target resources to have the greatest impact on the employee experience.

- **Employee Engagement** measured employee satisfaction, perceptions of recognition for good work, challenge of the work, supervision, and adequacy of resources to do one’s job.
- **Organizational Identification** measured employee perceptions of the value of his/her work to King County and how proud s/he is to work for the organization.
- **Customer Service** measured perceptions of how well an employee’s work group strives to provide good customer service and responds to the needs and expectations of customers.
- **Mission and Goals** measured employee connection to the mission and goals of individual work units and to the County’s strategic plan.
- **Professional Development** measured employee perceptions of the ability to learn and grow professionally, keeping skills current to meet job requirements.
- **Personal Capabilities** measured an employee’s perceptions of his/her capabilities to do the job and the extent to which s/he feels able to make necessary work-related decisions.

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<sup>1</sup> Reliability analysis was used to determine the internal consistency of the variables to make sure they were strong measures. Each of the core variables has an internal reliability coefficient of .70 or higher.

- **Respect** measured employee perceptions of respectful treatment by other employees and how the County supports a respectful and “neutral” work environment.
- **Tools and Resources** measured the extent to which an employee feels that they have both the tools and information necessary to do his/her job at King County.
- **Teamwork** measured employee perceptions of the effectiveness of the teams with which they work and the extent to which team problems are resolved appropriately to achieve common goals.
- **Supervision** measured employee perceptions of their supervisors across a range of common skills related to giving direction, access to resources, recognition for good work, and effective communication.
- **Performance Communication** measured employee perceptions of the sufficiency of performance feedback to drive performance improvement.
- **Continuous Improvement** measured how employees feel their suggestions for improvements are recognized as valuable and how they feel process improvements and quality are embraced by their work groups.
- **Management** measured employee perceptions of their management relative to vision, communication, leadership, and transparency.
- **Guiding Principles** measured employee perceptions of the extent to which their department embodies the core guiding principles in the King County Strategic Plan.

## Understanding the Employee Experience

These “composite” measures enable a clearer understanding of the broad range of employee responses in aggregate and across different demographics. KCIT’s scores are somewhat higher than King County overall scores in many areas measured in this study.

STUDY MEASURE	OVERALL AVERAGE	KCIT AVERAGE
Organizational Identification	4.09	4.10
Personal Capabilities	3.87	3.88
Customer Service	3.80	4.13
Mission and Goals	3.76	3.78
Professional Development	3.68	3.78
Respect	3.66	3.77
Employee Engagement	3.59	3.74
Tools and Resources	3.51	3.57
Teamwork	3.48	3.76
Supervision	3.42	3.82
Guiding Principles	3.41	3.49
Performance Communication	3.36	3.67
Continuous Improvement	3.14	3.45
Management	3.00	3.42

When compared to King County overall, most differences in the perceptions of KCIT employees are modest.

Larger positive differences can be seen in perceptions of supervision and management.

KCIT employees strongly identify with the organization and have very positive perceptions of customer service. They are also engaged employees who feel largely positive about their work environment.

## Survey Design

The 2012 Employee Survey included 59 questions about work and the work environment. Answers to all of these questions were quantitative, distributed on a five-point scale with '1' being low and '5' being high.

In addition, the survey asked for six categories of demographic information. Demographics were used to better understand employee perceptions as differentiated by key identifying characteristics within their organizations.

These demographics were not used to identify any particular individual's responses; rather, they were used to better understand significant differences across groups to better tailor different responses to the survey and recommend possible improvements across dimensions of the research.

### DEMOGRAPHIC "SPLITS"

- Departmental affiliation
- Representation status
- Position within department/division
- Tenure
- Work location
- Supervision responsibility

The survey was designed by starting with questions and questioning strategies from the 2009 survey. Care was taken to preserve many of the questions from the 2009 survey to enable comparisons of 2009 and 2012 survey results. New questions were added to measure perceptions of current County initiatives and priorities. In most cases, the 2012 scaling is consistent with the scaling used in the 2009 survey, making the scores comparable.

### SURVEY DISTRIBUTION

The survey was launched on-line in early March, with four weeks allocated for employees to submit responses. Employees were notified via email from elected County leadership, encouraging their participation. The email identified the purpose of the survey and provided a web link to the survey through Survey Monkey. Follow-up reminder emails were sent, both by department and agency leadership and from Executive leadership. A hard copy survey with a pre-addressed, stamped envelope was provided for employees who either do not have computer access or who wished another response vehicle. Some were delivered directly to employee boxes, while others were provided in common areas such as break rooms or front desks. The method of distribution was determined by the department. Of all responses, 11% came from hard-copy surveys. Additional information was provided through the King County website. Employees were also provided a phone number and email address to contact the research team with additional questions.

### QUALITY CONTROL

The data analysis and interpretation of results were independently validated through an outside University of Washington research expert to increase the confidence in these findings.



## Response Rates

Almost 6,800 employees across 15 different divisions, departments, and agencies participated in the study. King County District Court and Superior Court chose not to have their employees participate because they regularly participate in court-specific employee surveys. The response rate is extremely high, which provides high confidence in the results. Total employee count was derived from the PeopleSoft Human Capital Management System (HCMS) on March 8, 2012.

### KCIT SURVEY RESPONSES

KCIT Employees: 259

KCIT Surveys Received: 237

KCIT Response Rate: 92%

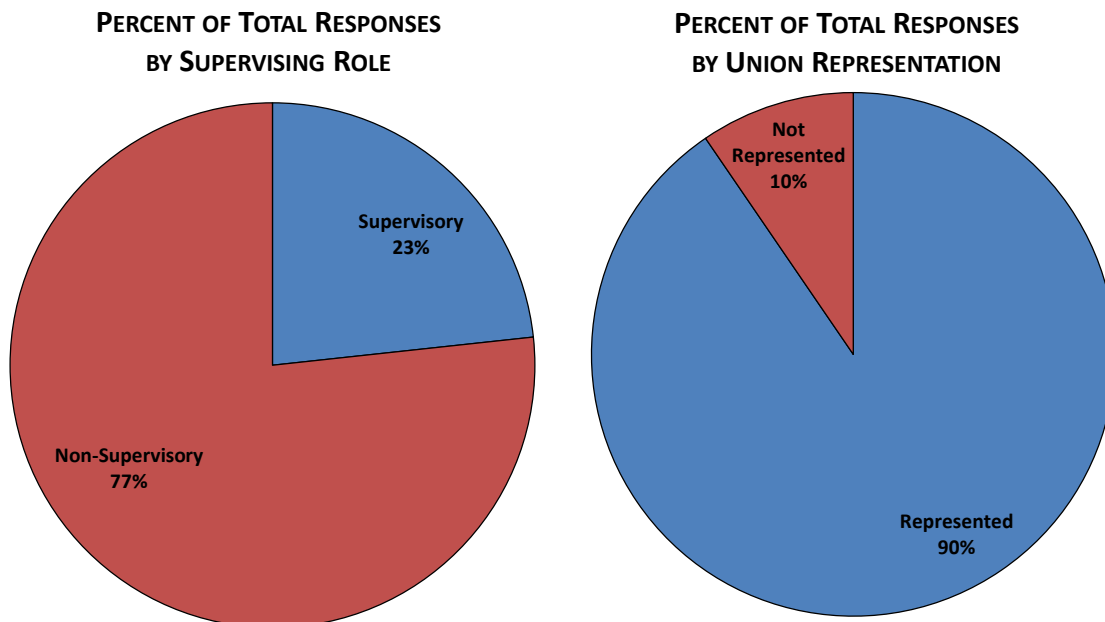
KCIT received 237 surveys for an overall response rate of 92%. This response rate is significantly higher than response rates received from other King County departments, instilling high confidence in the results. KCIT should celebrate the strong response rate, recognizing their staff for initiating a positive conversation about their organization and ways in which the relationship between employees and management can be strengthened.

## MISSING DATA

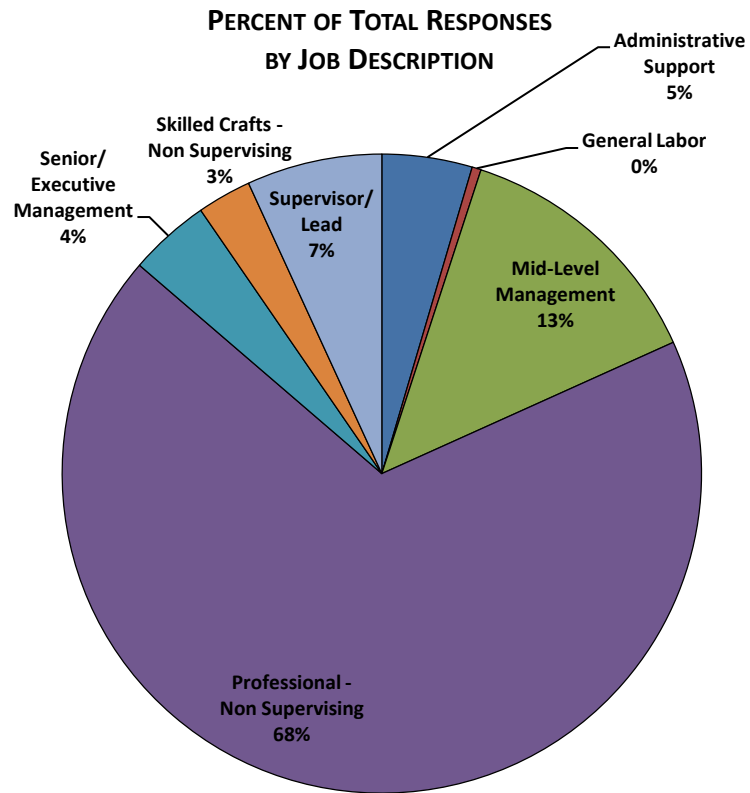
KCIT employees provided information on most questions. Missing data accounted for between 1 and 28 responses per question with an average missing data rate of about 6% across all questions.

## RESPONSE RATES BY EMPLOYEE DEMOGRAPHIC

The following charts describe the make-up of survey respondents.

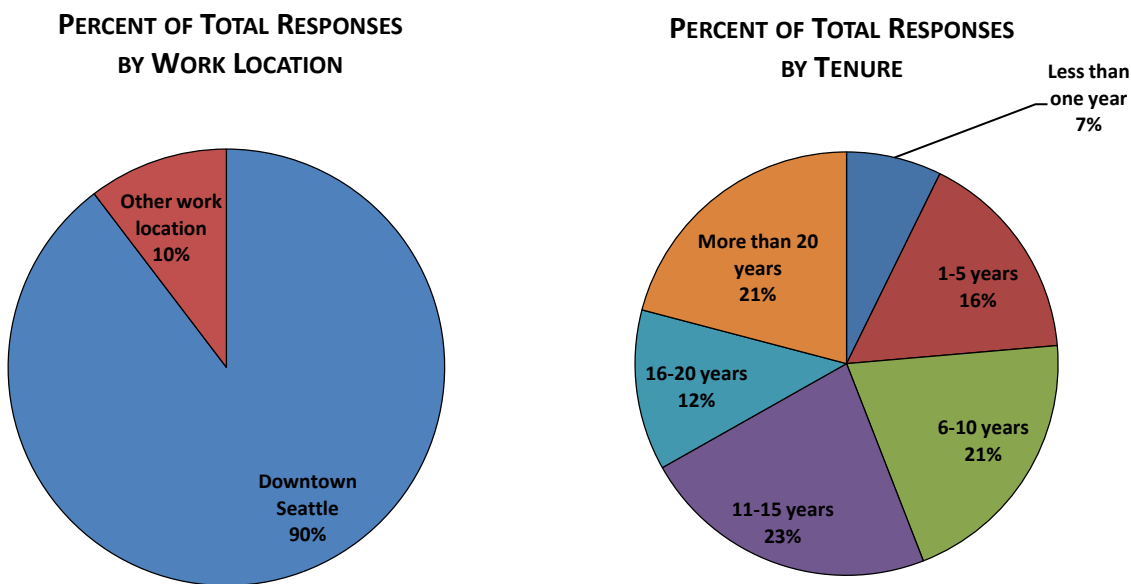


The majority of KCIT respondents identify themselves as non-supervisory. Supervisory employees are somewhat more positive about survey measures than non-supervisory staff, with larger differences in perceptions of performance communication, departmental mission and goals, and professional development.



The chart above reports responses from different job positions at KCIT. The majority of KCIT employees identify themselves as “Professional, Non-Supervising.”

As the chart illustrates, the vast majority of respondents work in downtown Seattle. There are no significant differences in perceptions based on work location.



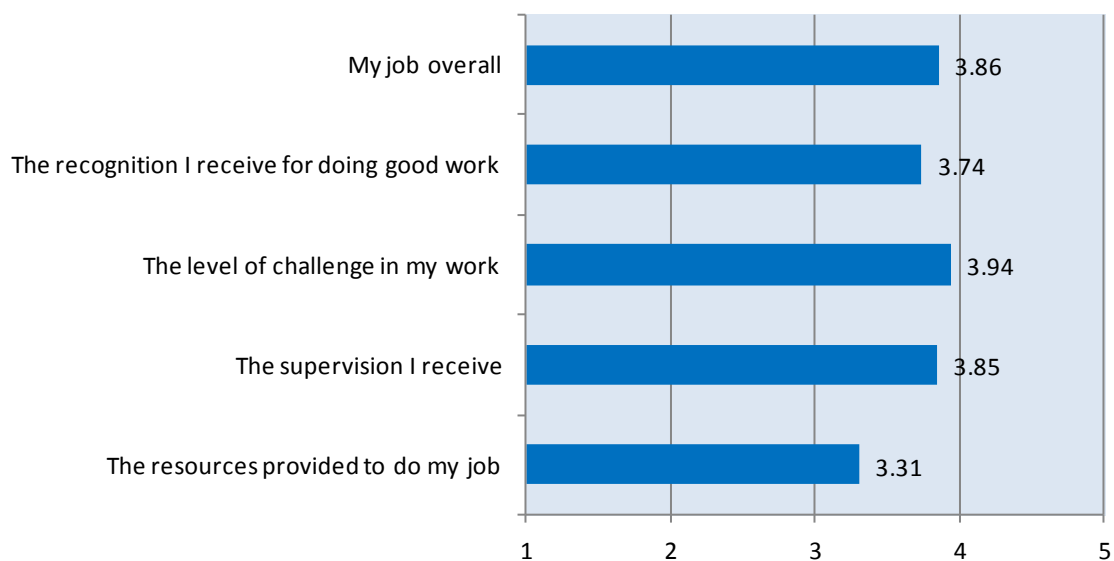
With the exception of new employees who represent a very small percentage of respondents, responses are fairly evenly spread out across tenure categories. Not surprisingly, new employees are much more positive than other employees with almost every measure in the study. However, those with between one and five years tenure and those with more than 20 years tenure are also more positive than are those employees with between six and 20 years.

## Overall Results

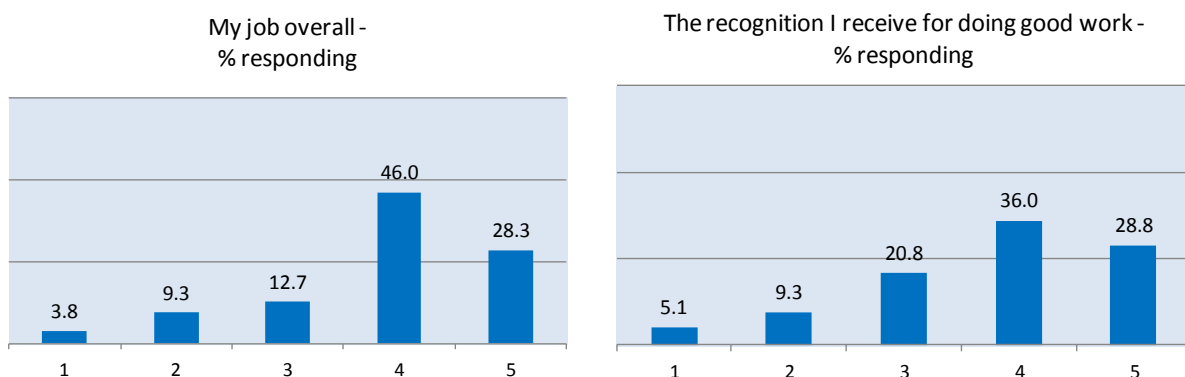
Following are the results for each of the questions asked in the 2012 Employee Survey. For each of the survey sections, the results are reported as overall means in a comparison bar chart. This enables the reader to see both the magnitude of the average and how each average compares to others in the section. Following the overall bar chart, the distribution of answers for each question is reported. This enables the reader to understand how employees responded to each question as a group to better understand if responses are more extreme or if they trend toward neutral.

### OVERALL JOB SATISFACTION

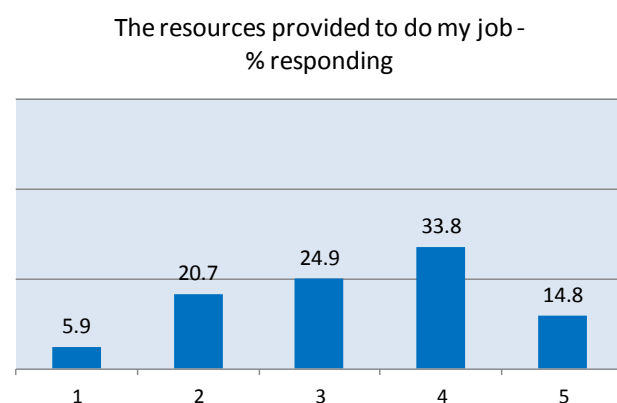
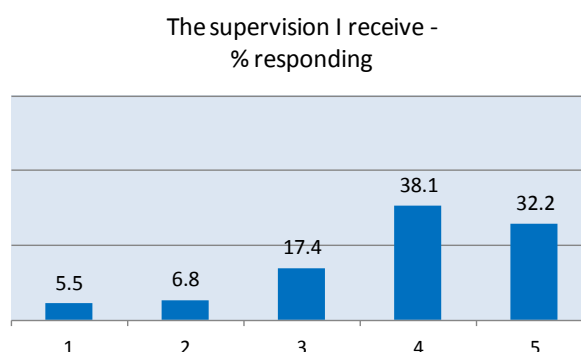
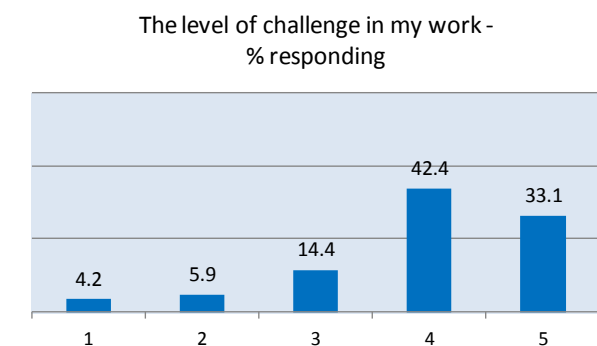
The questions in this section of the survey are designed to provide summary information about employee perceptions based on common indicators of employee well-being. KCIT employees are largely satisfied with their jobs overall and report moderately positive perceptions of recognition they receive, the level of challenge in their work, and supervision. Respondents do, however, report less positive perceptions of the resources for optimal job performance.



The distributions below show that the majority of KCIT respondents are satisfied with their jobs, with almost three-fourths reporting positive to very positive. Fewer employees report satisfaction with the recognition they receive, however, with one-third reporting neutral to negative perceptions.



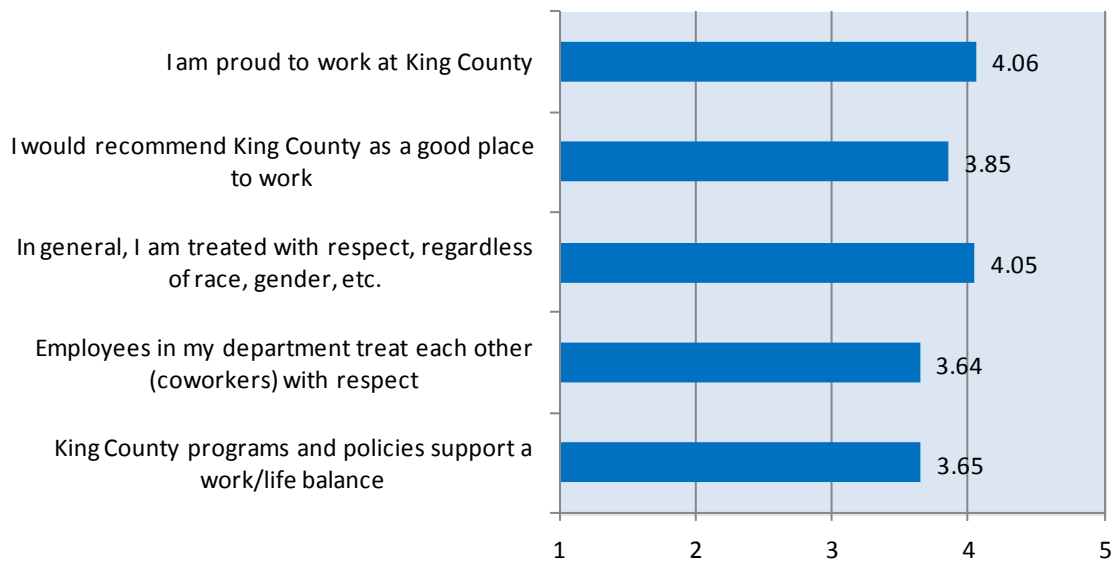
KCIT respondents are also solidly positive in their perceptions of the level of challenge in their work, with three-fourths reporting positive to very positive responses. The majority of employees also report satisfaction with the supervision they receive.



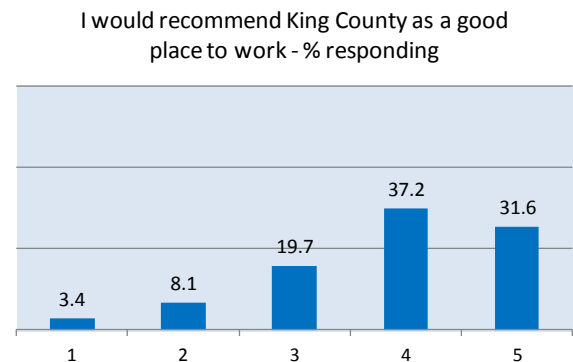
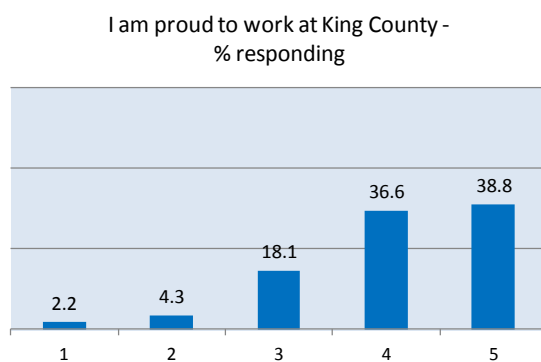
By contrast, almost half of employees report positive perceptions of the resources provided to them. One-fourth of respondents are decidedly negative in their perceptions of KCIT's resources, making this the most negatively rated question in this survey section.

## WORK ENVIRONMENT<sup>2</sup>

Questions in this section measured employees' perception of the work environment as a positive place in which to work. KCIT employees are very proud to work at King County and would recommend King County as a good place to work. They mostly feel that they are treated with respect regardless of race, gender, and other demographic groups. However, asked if employees treat one another with respect, perceptions were slightly less positive. Finally, employees are only moderately positive in their perceptions King County's support of work/life balance.



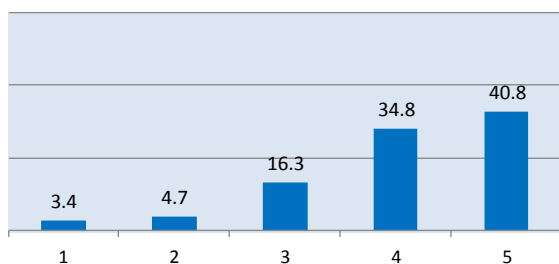
The distributions below reveal that KCIT employees are very proud to work at King County, with almost 80% reporting positive perceptions. When asked if they would recommend King County as a good place to work, two-thirds of respondents answered positively to very positively.



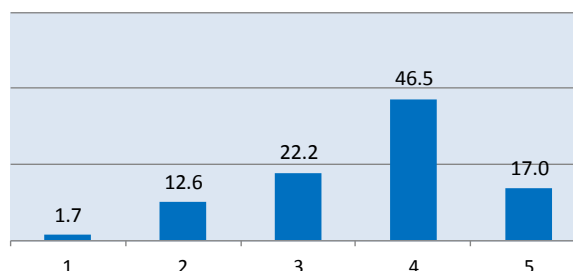
<sup>2</sup>Third question in "Work Environment" reads: "In general, I am treated with respect, regardless of my race, gender, sexual orientation, gender identity, or expression, color, marital status, religion, ancestry, national origin, disability, or age." This question was also asked in 2009, with comparison data reported earlier in this report.

KCIT employees report solid positive perceptions of respectful treatment regardless of race, gender, and other demographic groups with three-fourths awarding positive to very positive scores in this area. Asked about respectful treatment amongst coworkers, two-thirds answered positively.

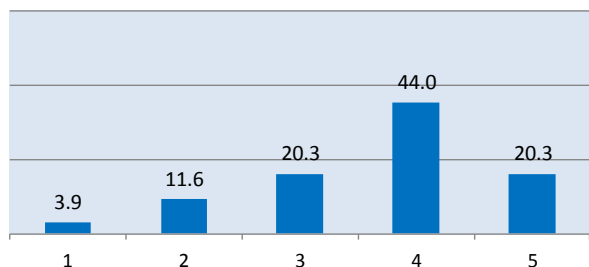
In general, I am treated with respect,  
regardless of my race, gender, etc. -  
% responding



Employees in my department treat each other  
(coworkers) with respect -  
% responding



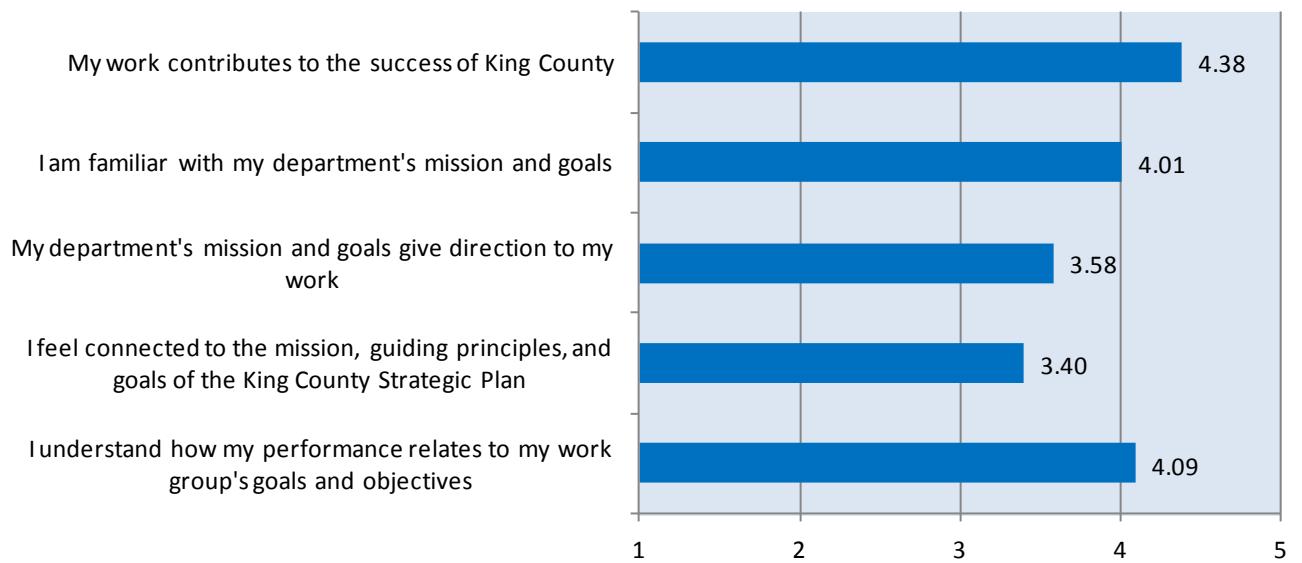
King County programs and policies support a  
work/life balance -  
% responding



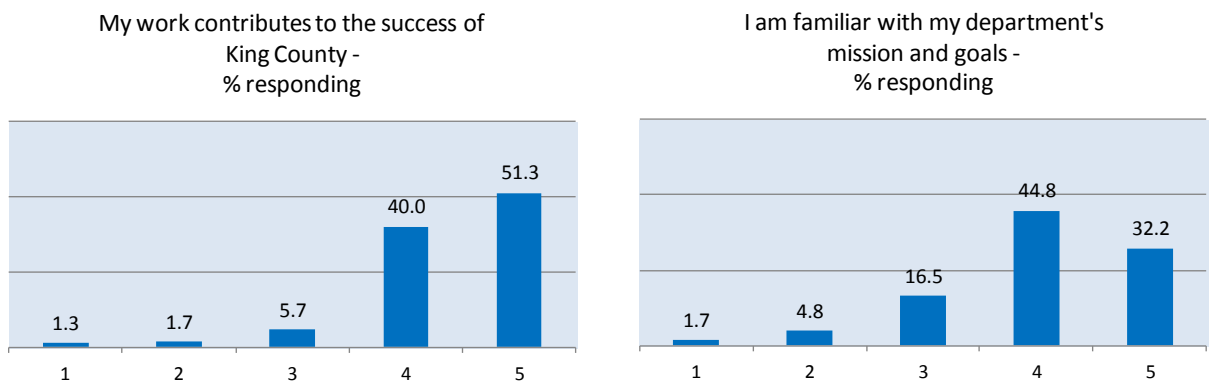
Most KCIT employees report satisfaction with King County programs that support work/life balance. However, it should be noted that of these responses, very few were truly negative.

## MISSION AND GOALS

This section of the survey measured employees' perceptions of both the mission and goals of King County and their department/division, as well as their perceptions of how their work is valued and goal-directed. KCIT respondents overwhelmingly feel that their work contributes to the success of King County and are very familiar with the KCIT's mission and goals. However, when asked if the department's mission and goals gave direction to their work, respondents were less positive. They have a clear understanding of how their performance relates to their work group's goals and objectives, but do not feel particularly connected to the mission, guiding principles and goals of the King County Strategic Plan.



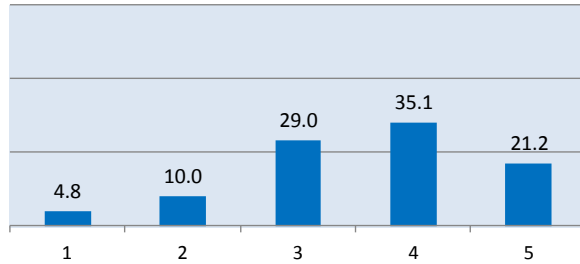
The distribution charts illustrate the range of perceptions within the KCIT. KCIT employees overwhelmingly feel that their work contributes to the success of King County and over three-fourths report being familiar with KCIT's mission and goals.



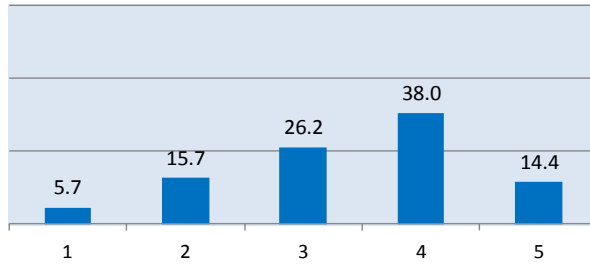


However, when asked if departmental mission and goals give direction to their work, KCIT employees were less positive. Relative to feeling connected to the King County Strategic Plan, responses are more mixed, with a high number of neutral responses to this question.

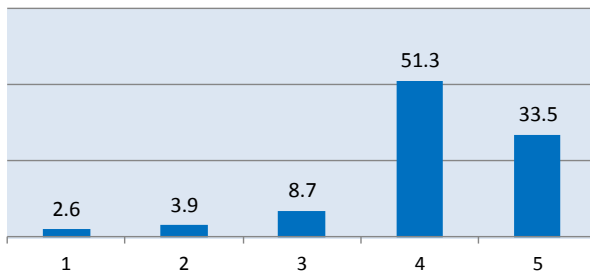
My department's mission and goals give direction to my work -  
% responding



I feel connected to the mission, guiding principles, and goals of the King County Strategic Plan - % responding



I understand how my performance relates to my work group's goals and objectives -  
% responding



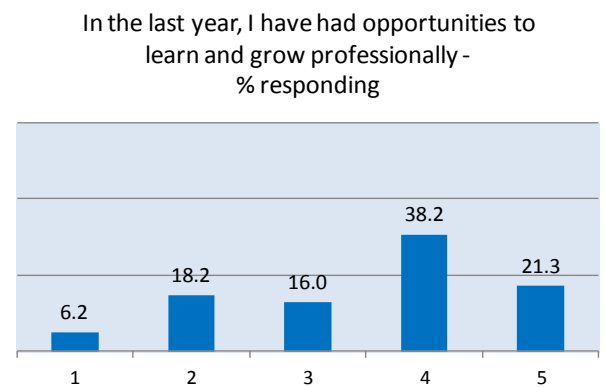
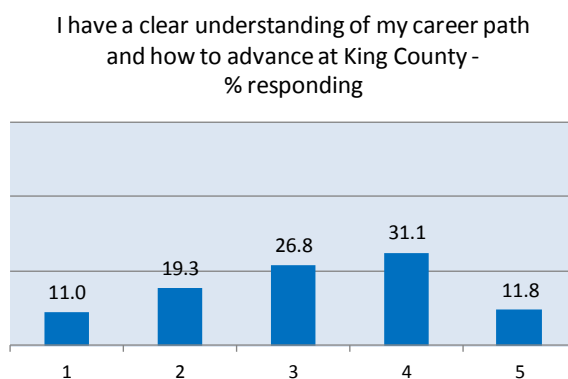
Finally, KCIT employees are overwhelmingly positive regarding their understanding of how their individual job performance relates to their work groups objectives, with over 80% offering solid positive perceptions.

## PERSONAL DEVELOPMENT AND ACHIEVEMENT

Questions in this section measured employees' perceptions of how they are supported to perform to their highest capacities. KCIT respondents are moderate in their perceptions of understanding of career advancement and training opportunities at the County. Perceptions related to King County's support of employee training were the least positive. However, KCIT employees feel personally responsible for keeping their knowledge and capabilities current and would take advantage of training opportunities when offered.

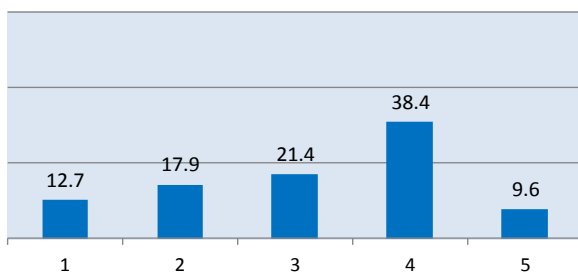


As the distribution charts below illustrate, many KCIT employees do not have a clear understanding of their career or advancement paths at King County. Further, the second chart illustrates that over half are not positive about their opportunities for professional growth.

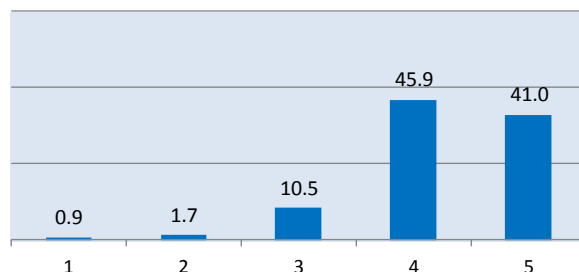


Almost half report that the County does support training, with two-thirds reporting neutral to negative responses. KCIT employees overwhelmingly feel personally responsible for keeping their knowledge and capabilities current.

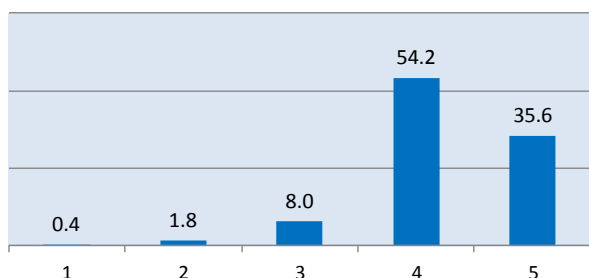
King County supports training to help employees perform effectively - % responding



I feel personally responsible for keeping my knowledge and capabilities current - % responding



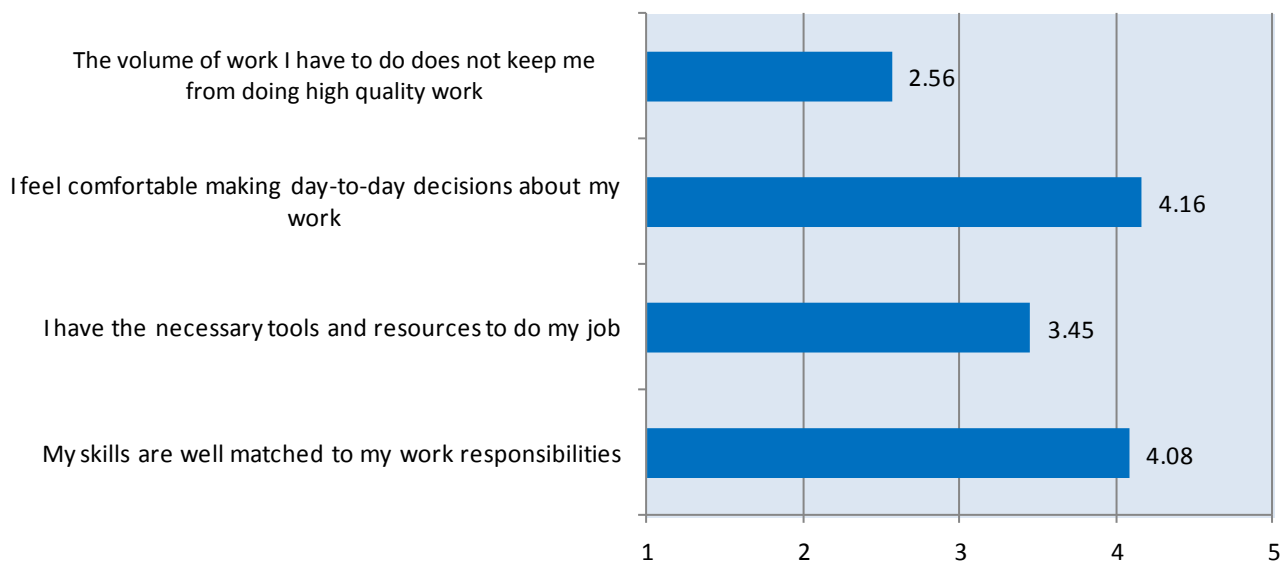
When available, I take advantage of training opportunities - % responding



As a group, KCIT employees indicate they would take advantage of training opportunities when possible, with more than 90% answering this question positively.

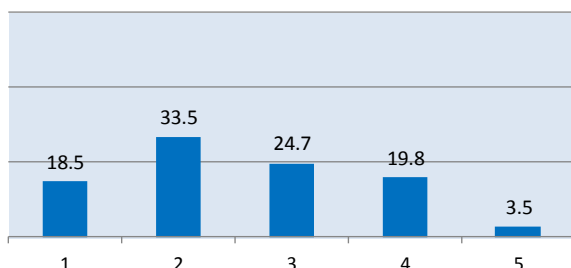
### RESOURCES AND DECISION-MAKING<sup>3</sup>

Employees in KCIT indicate their volume of work impacts quality of work, reporting some of the lowest scores for this department in this study. Additionally, their average score in this area is lower than means collected from departments across the County. However, KCIT employees are very comfortable making day-to-day decisions about their work and definitely feel that their skills are well matched to their work responsibilities. Respondents are more moderate in their perceptions of tools and resources.

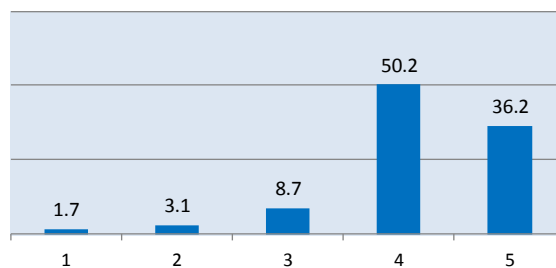


The distribution charts demonstrate the diversity of perceptions regarding resources and decision making within KCIT. Of note is that more than three-quarters of KCIT respondents are not positive about their work load, with over 50% reporting negative perceptions. By contrast, almost 90% of employees feel comfortable making work related decisions on a daily basis.

The volume of work I have to do does not keep me from doing high quality work - % responding

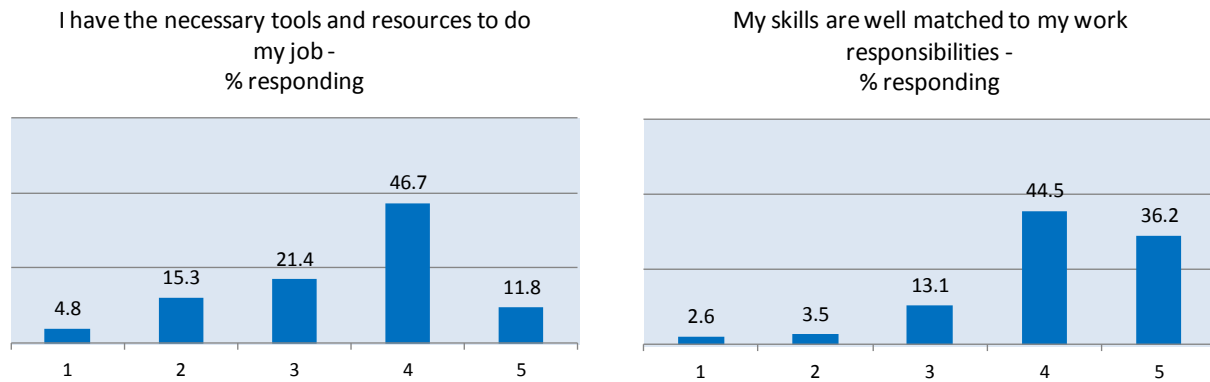


I feel comfortable making day-to-day decisions about my work - % responding



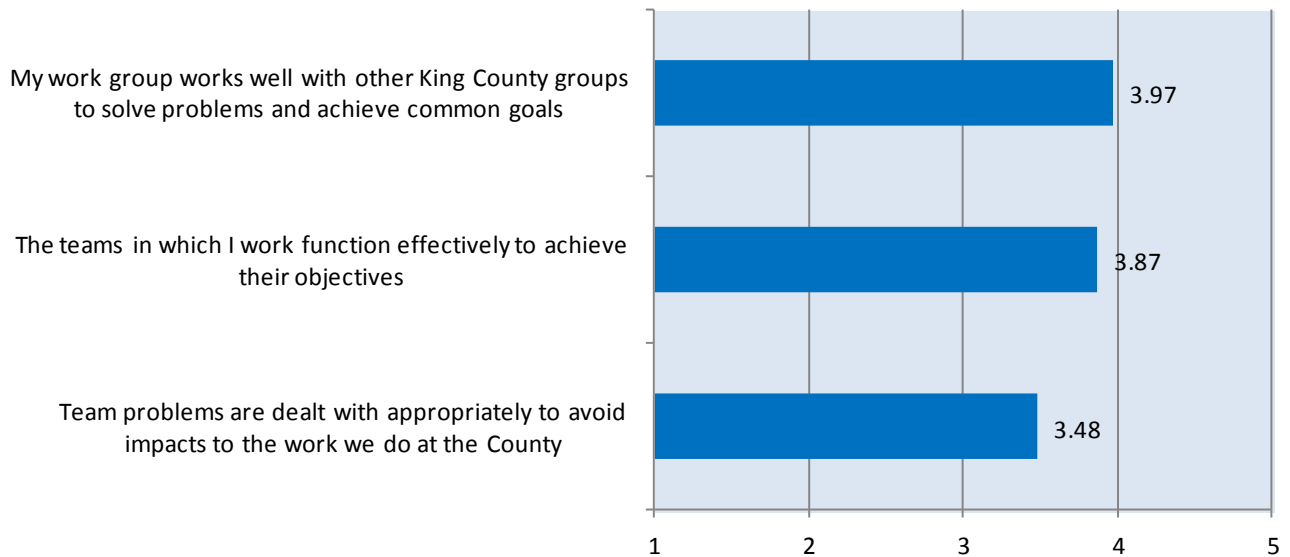
<sup>3</sup> The original first question in this section was, "The volume of work I have often keeps me from doing high quality work." This question was "recoded" so the average can be compared with other averages in this section. The recode transforms the data so the mean (average) is always calculated with '1' being low and '5' being high. Thus, the wording in the chart was reworded to reflect the recoded scores.

Half of KCIT employees feel they are adequately resourced, but 20% definitely feel they are not. Finally, KCIT employees definitely believe their skills are well matched to work responsibilities, with over 80% reporting positive perceptions in this category.



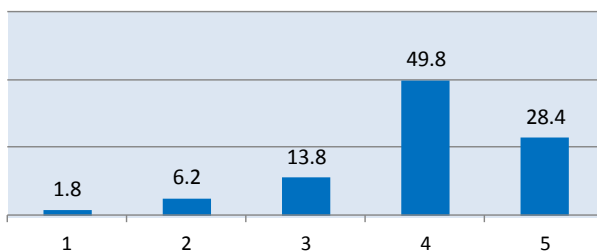
## TEAMWORK

KCIT employees report moderate to positive perceptions of teamwork in their department. They believe that their work group works well with other King County groups and perceive that their team within KCIT functions effectively. However, KCIT respondents provided less positive responses regarding how team problems are dealt with to avoid impacts to work.

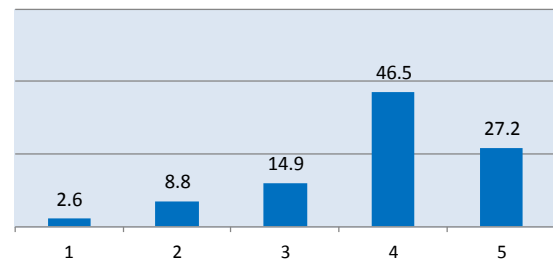


Almost 80% of respondents perceive their work group's collaboration with other groups in a positive way and almost three-fourths believe their work group functions effectively.

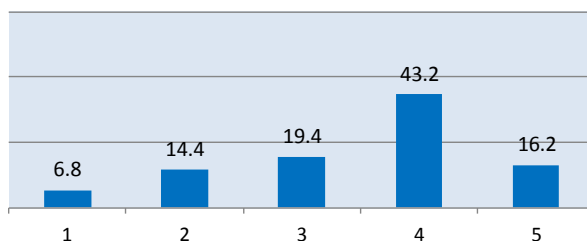
My work group works well with other King County groups to solve problems and achieve common goals -  
% responding



The teams in which I work function effectively to achieve their objectives -  
% responding



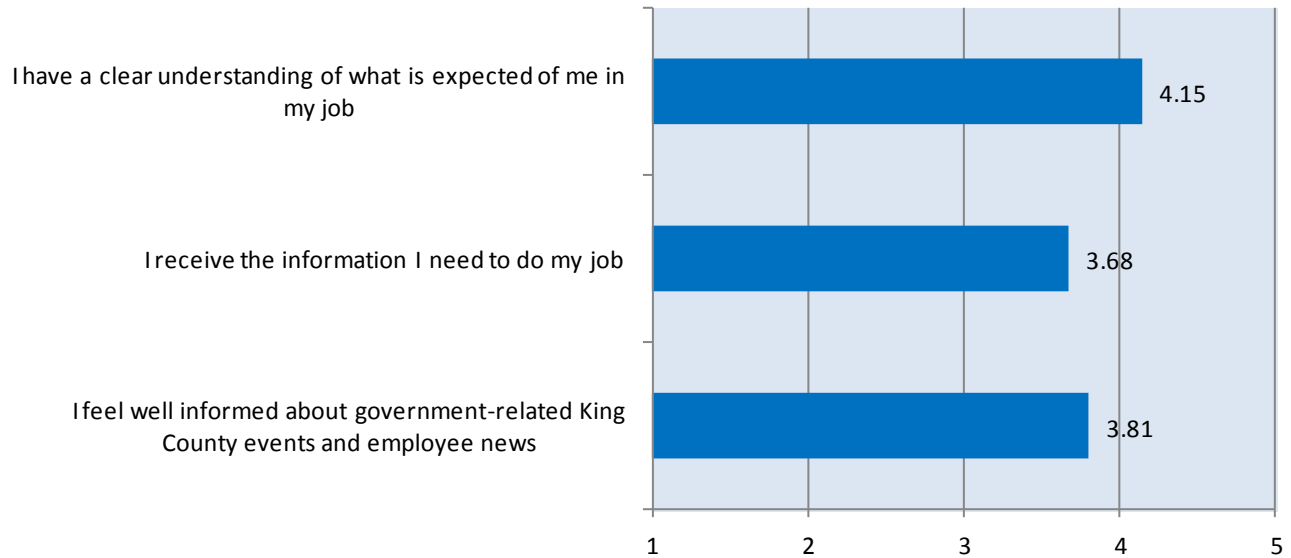
Team problems are dealt with appropriately to avoid impacts to the work we do at the County -  
% responding



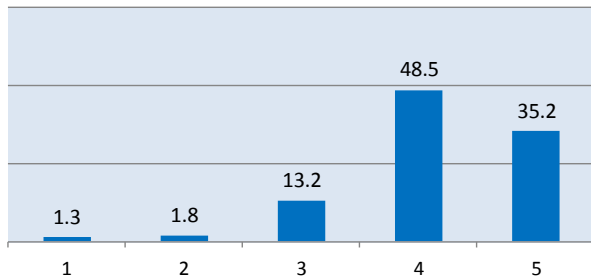
While over half of KCIT respondents are positive in their perceptions of how team problems are dealt with, the higher number of neutral to negative responses relative to team problems may indicate an area for further discussion within KCIT to avoid future work challenges for employees.

## COMMUNICATION

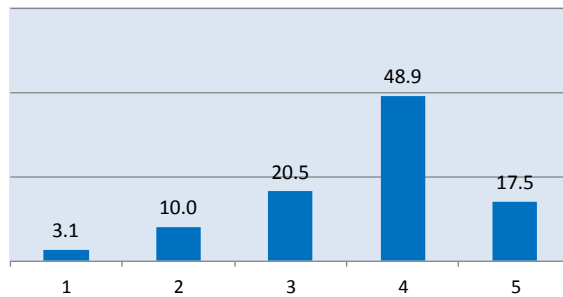
Employees in KCIT have a very clear understanding of job expectations, but have less positive perceptions of having adequate information for optimal job performance. Finally, they feel somewhat well-informed about government-related King County events and employee news.



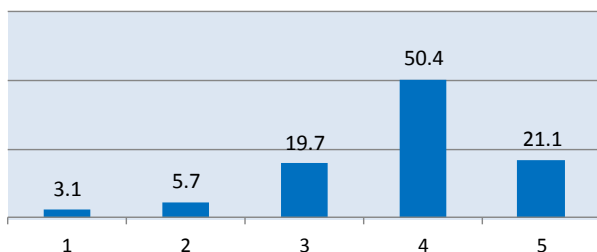
I have a clear understanding of what is expected of me in my job -  
% responding



I receive the information I need to do my job -  
% responding



I feel well informed about government-related King County events and employee news -  
% responding

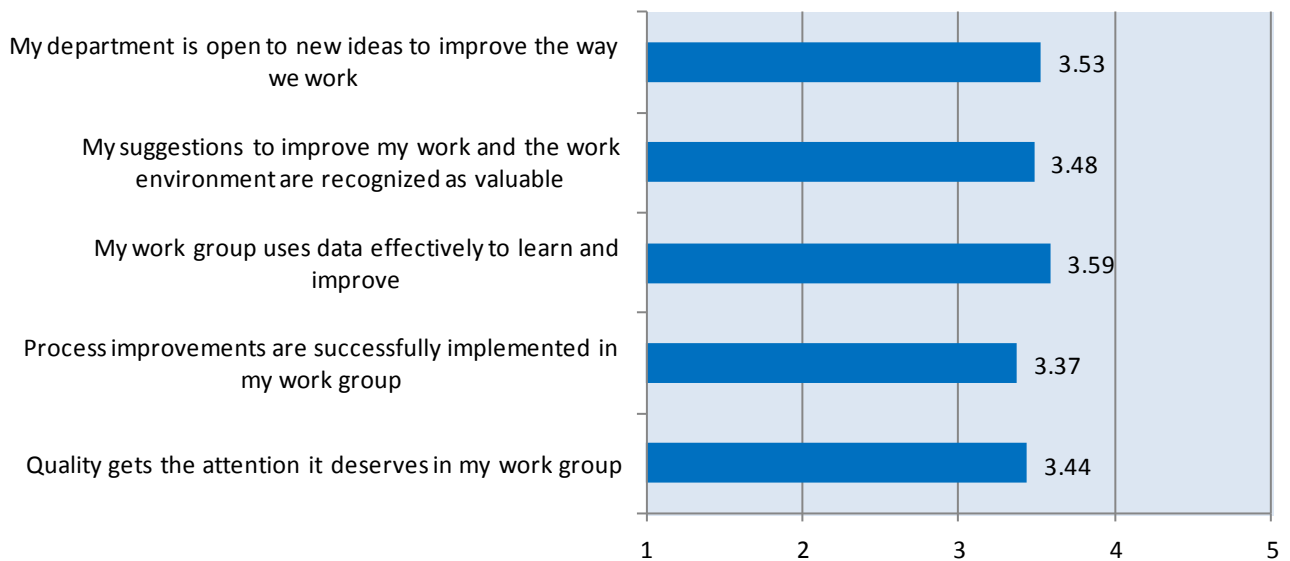


These distribution charts illustrate that almost 80% of KCIT employees clearly understand job expectations, and over 70% feel well informed about King County events and employee news.

Perceptions regarding having adequate information for optimal job performance are more mixed.

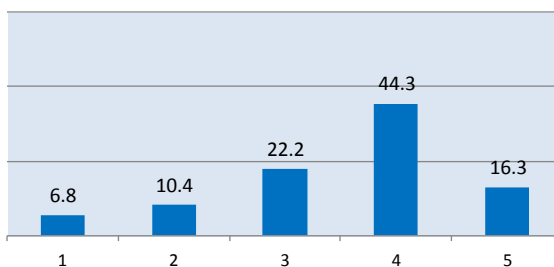
## CONTINUOUS IMPROVEMENT

Perceptions of continuous improvement in the KCIT were moderately positive across continuous improvement questions. Employees are not overwhelmingly positive about quality or how their department embraces new ideas or process improvements.

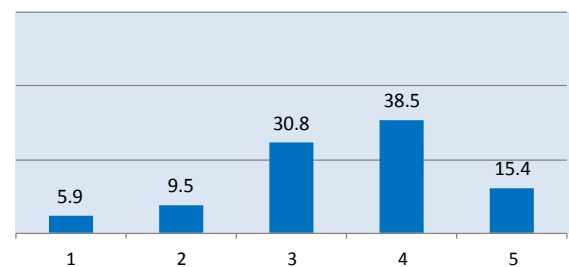


The distribution charts reveal the mixed, diverse perceptions regarding continuous improvement from KCIT employees. While most employees believe the department is open to new ideas, over one-third do not. When asked if their suggestions for improvement are valued, almost half report neutral to negative perceptions.

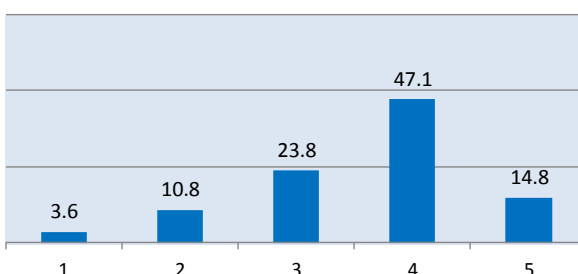
My department is open to new ideas to improve the way we work - % responding



My suggestions to improve my work and the work environment are recognized as valuable - % responding



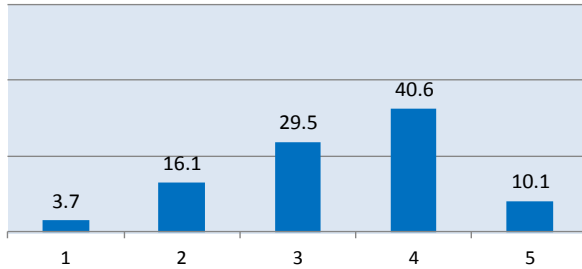
My work group uses data effectively to learn and improve - % responding



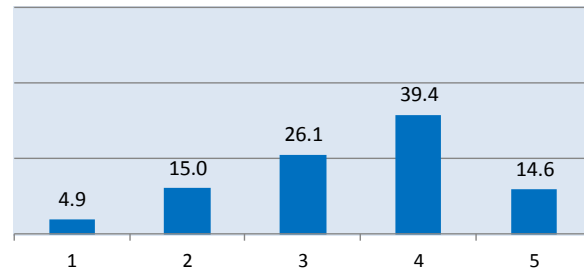
The majority of KCIT employees believe their work group uses data effectively to improve, with over 60% answering positively to very positively.



Process improvements are successfully  
implemented in my work group -  
% responding



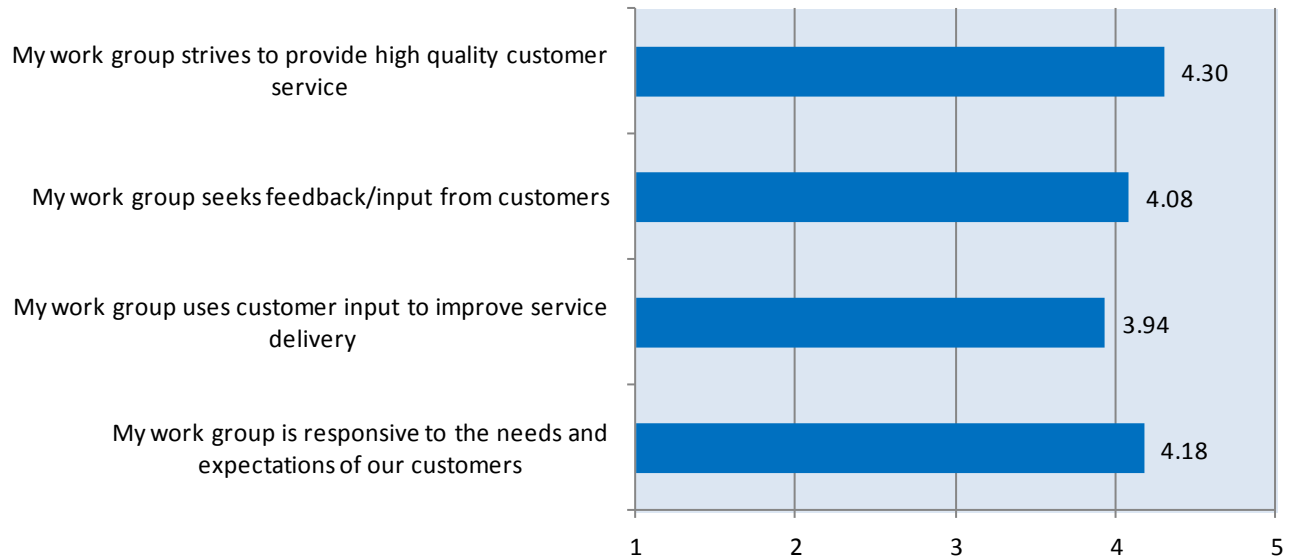
Quality gets the attention it deserves in my  
work group -  
% responding



As the charts above illustrate, half of KCIT employees report that process improvements are successfully implemented at KCIT and that quality gets the attention it deserves. However, there are relatively large numbers of neutral responses to these questions.

## CUSTOMER SERVICE

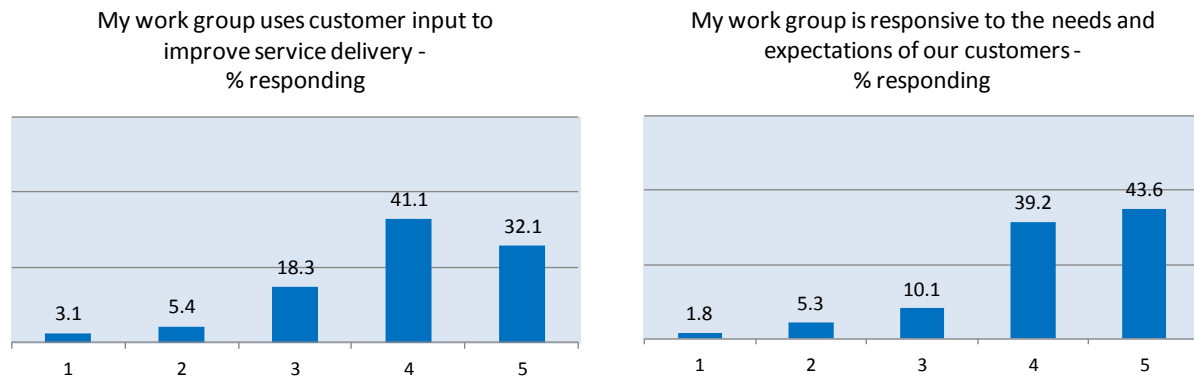
KCIT employees are very positive about their department's customer service efforts. Respondents believe the department strives to provide high quality customer service, are satisfied with KCIT's efforts to seek feedback from customers, believe their work group uses customer input to improve service, and believe that KCIT is responsive to customer needs.



KCIT employees overwhelmingly believe that their work group strives to provide high quality customer service, with very few neutral to negative responses. They are also very positive regarding KCIT's efforts to gather feedback from customers, with over three-quarters awarding positive to very positive scores.

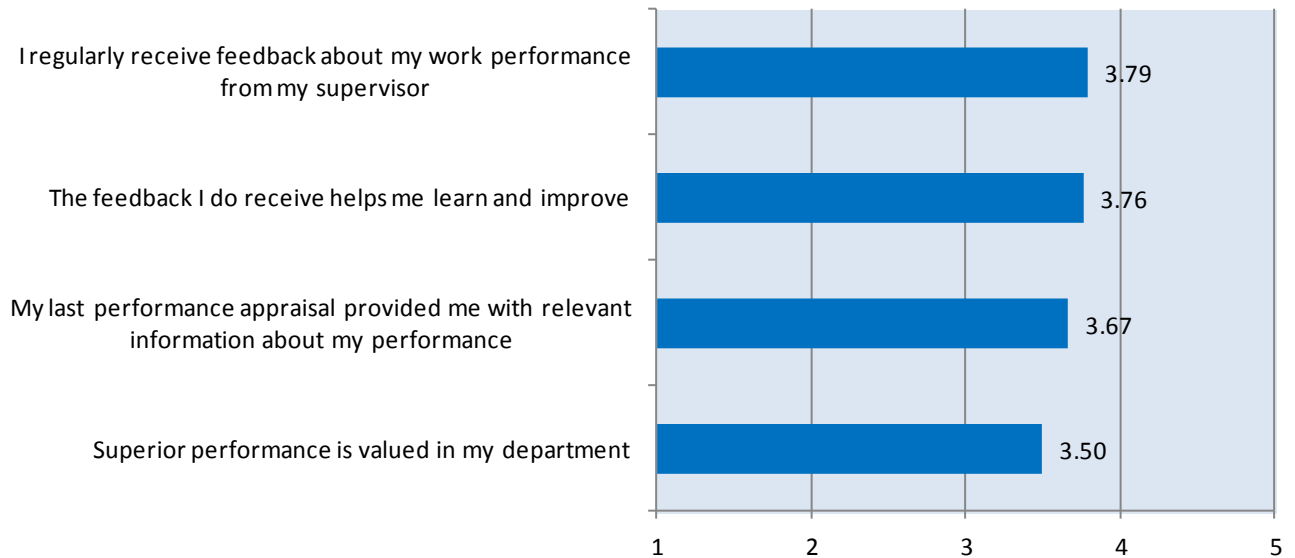


Almost two-thirds of KCIT employees believe their group uses customer input to improve delivery and most (more than 80%) believe the group is responsive to customer needs and expectations.



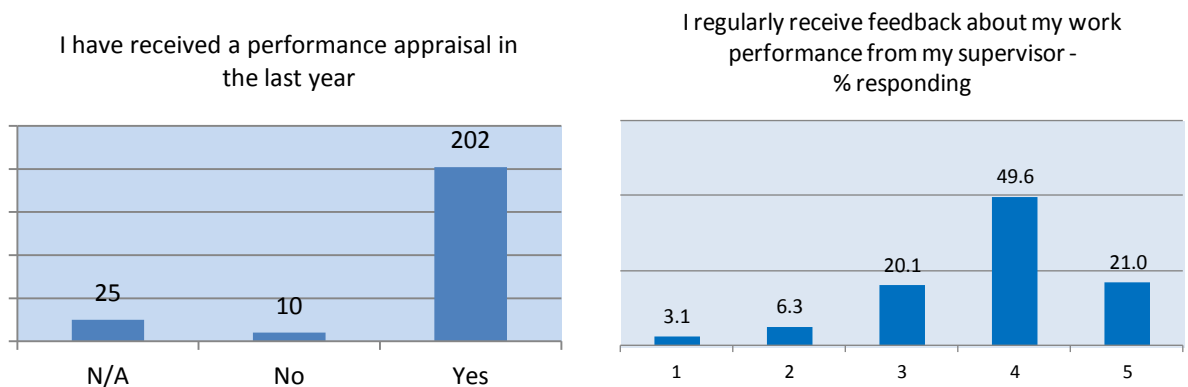
## PERFORMANCE COMMUNICATION

KCIT employees report moderately positive perceptions of the performance feedback they receive in the department. Compared to departments across the County, KCIT employees report that they are more likely to receive regular feedback about work performance and report slightly more positive perceptions across questions.

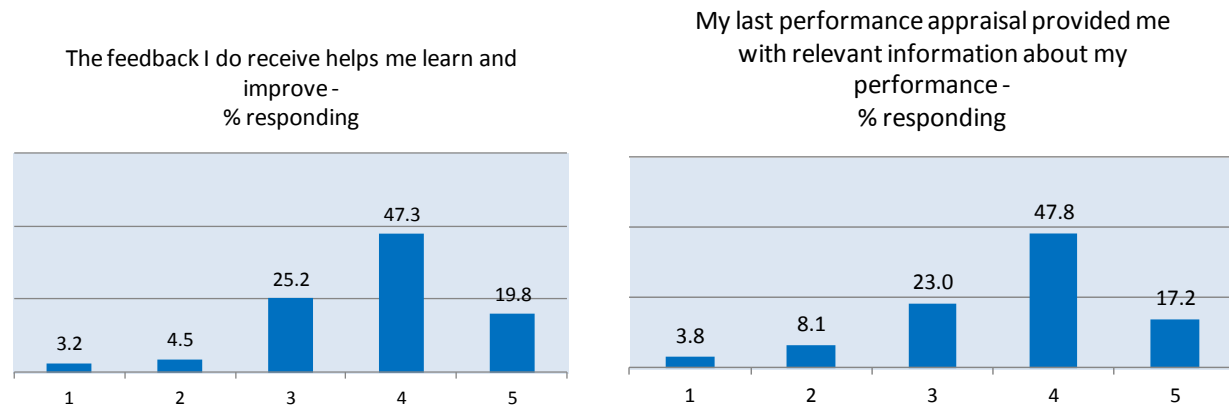


The vast majority of KCIT employees received a formal performance appraisal in the last year and report that they regularly receive feedback about work performance from their supervisor. While most employees report that they do receive regular performance feedback, the higher number of neutral responses may indicate that supervisors are giving feedback only in the formal appraisal.

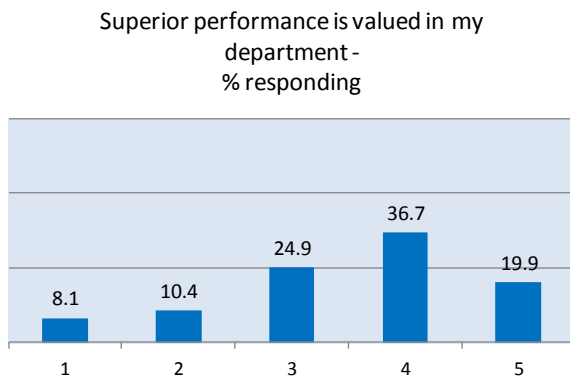
Further, KCIT supervisors should be commended for providing annual appraisals in their department, which reports a higher percentage than most other groups in which a performance appraisal is applicable. Research strongly supports that employees prefer having feedback on a regular basis, regardless of the positive or negative nature of that feedback.



Asked if the feedback they receive is helpful, almost 70% of KCIT respondents answered positively. Regarding their last performance appraisal, approximately two-thirds feel that performance appraisals provide them with relevant information about job performance. This is a particularly important finding given the high percentage of employees who report receiving an appraisal.



By contrast, just over half of KCIT employees believe that superior performance is valued in the department. The higher number of neutral responses may warrant further discussion within KCIT, considering that employees also feel their volume of work impacts their level of quality.



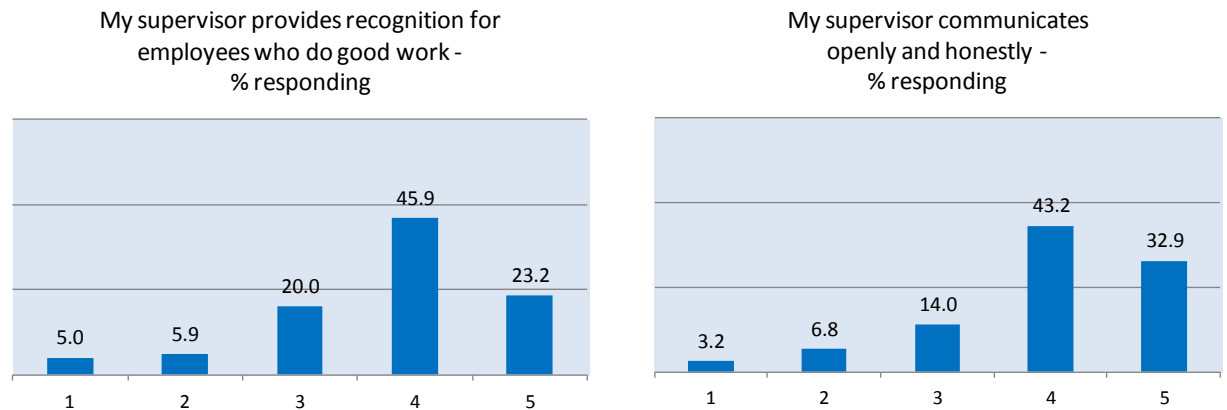
This may suggest that employees feel overloaded to the point that work quality may suffer. Given the otherwise positive perceptions by KCIT employees across most questions, KCIT leadership should encourage an open dialogue with employees to find out the causes for these less positive perceptions.

## SUPERVISION

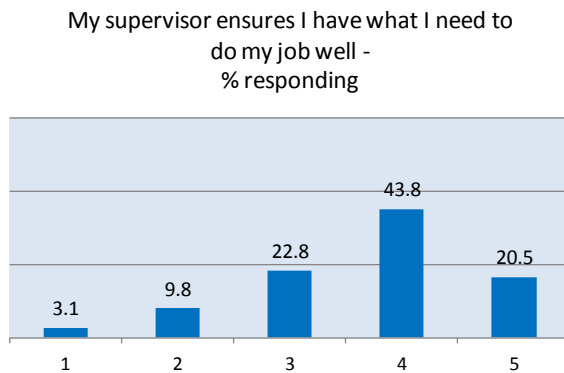
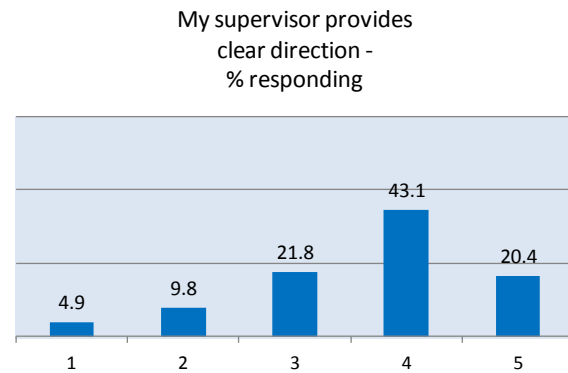
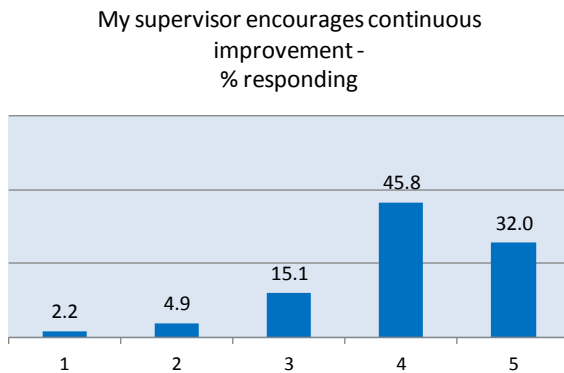
KCIT employee perceptions of supervision are moderately positive to very positive, with the most positive perceptions reported regarding supervisors encouraging continuous improvement. When compared to perceptions of supervision collected from King County employees across departments, KCIT employees' responses are slightly more positive. KCIT respondents are least positive about supervisors providing clear direction and ensuring that employees have what they need to do their jobs.



These distribution charts illustrate the diversity of opinions within KCIT with regard to supervision. Unlike in many other departments, almost 70% of employees are positive about the recognition they receive for good work and over three-quarters of KCIT respondents believe their supervisors communicate openly and honestly. This may be the result of the premium KCIT leadership seems to place on performance communication and regular engagement with employees.



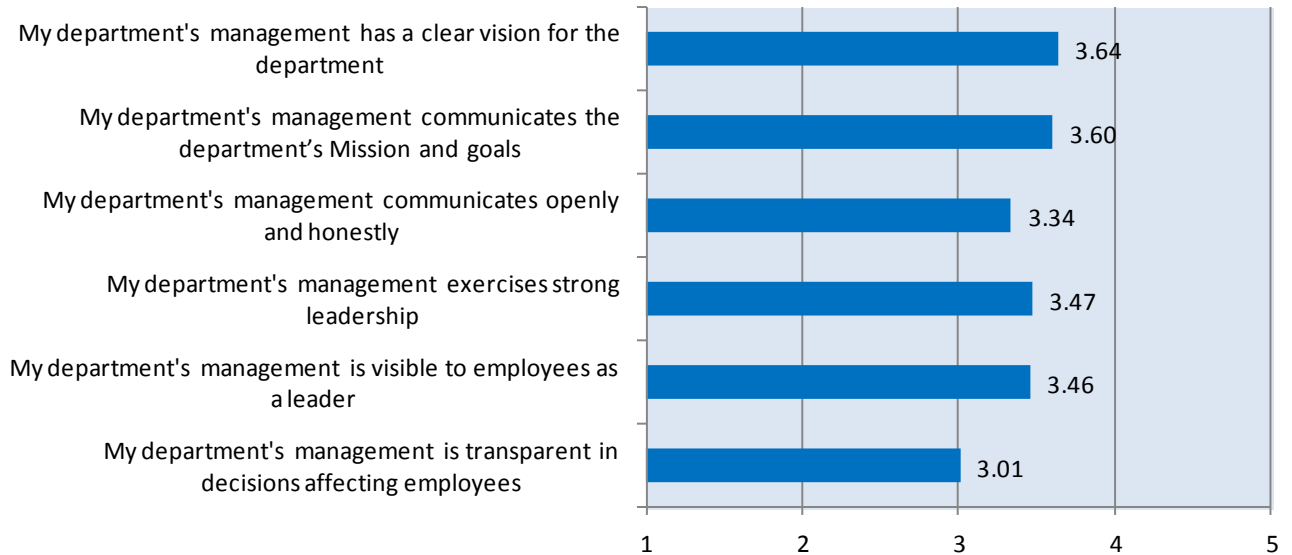
KCIT employees largely perceive that their supervisors do encourage continuous improvement, with over three-quarters answering positively. Asked if their supervisor provides clear direction, however, there are slightly more neutral responses. Almost two-thirds of employees are, however, positive in this area. Given the importance of information clarity to employee well-being, KCIT leadership may wish to discuss with supervisors ways to use their regular performance communication opportunities to ensure employees know what they need to in order to feel successful at work.



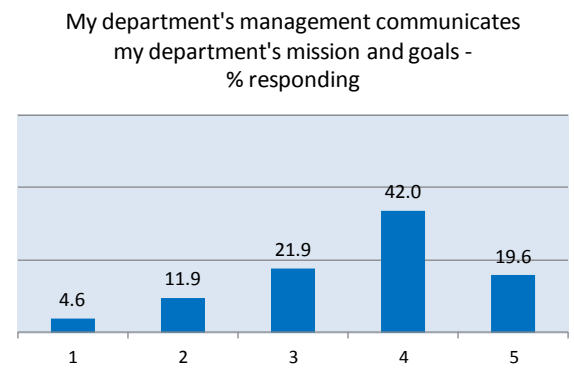
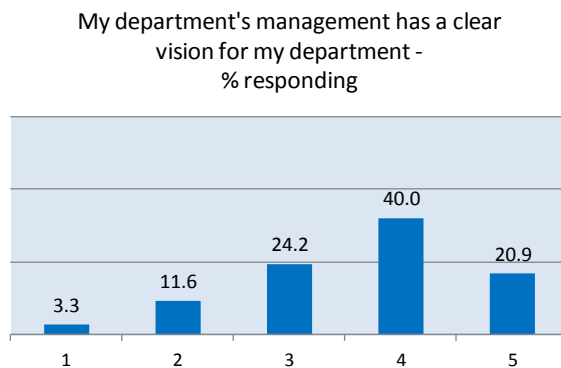
Similarly, more employees report neutral responses related to resources, though it should be emphasized that more than two-thirds of employees report positive perceptions in this area.

## MANAGEMENT

KCIT employees report neutral to positive perceptions of their department management. Perceptions of KCIT department management are more positive than responses collected from King County employees across departments. KCIT respondents were the most positive regarding management's clear vision for the department and management's communication of KCIT's mission and goals. Consistent with King County overall, respondents are much less positive when asked their perceptions of department management's transparency in decision making.

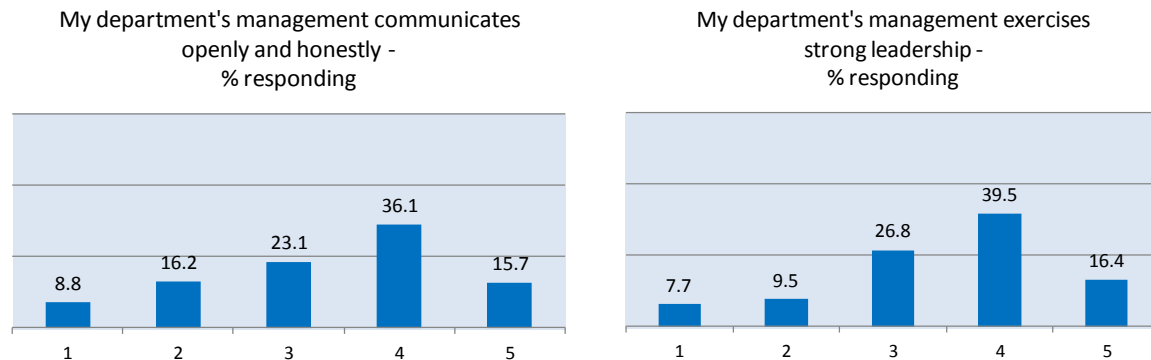


Asked if KCIT management has a clear vision for the department, approximately 60% answered positively. Respondents were similarly positive regarding KCIT management's communication of the department's mission and goals.

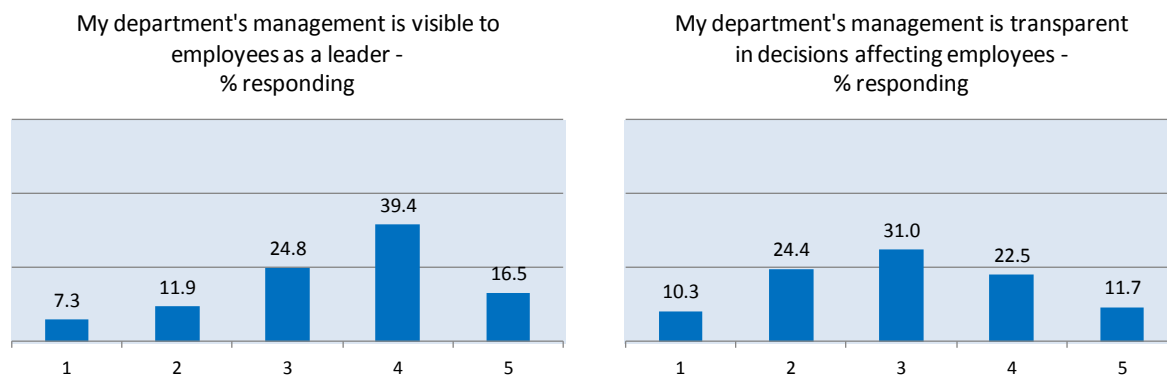




As the charts below illustrate, perceptions of the openness and honesty of communication are decidedly mixed, with just over half reporting positive perceptions and a much higher number of neutral to negative responses than in other sections of this survey. Similarly, while more than half report positive perceptions of the strength of department leadership, the higher number of neutral to negative responses should spark further conversation among leaders about how to better meet employee needs and expectations in this area.



Finally, results are similarly mixed regarding KCIT management's visibility as leaders. As in previous distributions, there is a higher number of neutral to negative responses. Finally, employees are not positive regarding their perceptions of the transparency of decision-making, with two-thirds reporting neutral to negative perceptions.

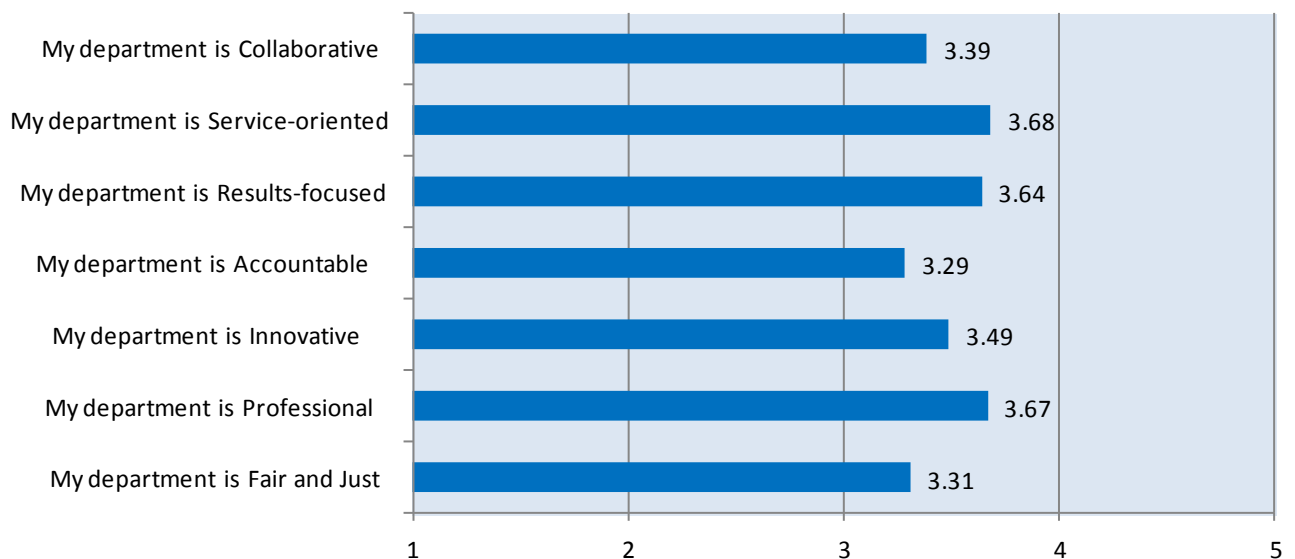


These results indicate that KCIT management may want to take steps to increase their connectivity to employees across the department. In this economic environment, it is not uncommon for employees to feel disconnected from the decision-making and communication from their leadership vs. their immediate supervisors. Management must often implement decisions, initiatives, and policies that are both unpopular and not widely understood by employees.

It should be noted that despite this, KCIT employees have a more positive perception of their managers than employees in other departments. This suggests there is a much more positive relationship between employees and managers. Further, the strong results for supervision and performance communication suggest that KCIT leadership is helping supervisors create the strong bonds with employees that lead to true employee engagement and the ability to cope with and adapt to higher workloads and resource challenges.

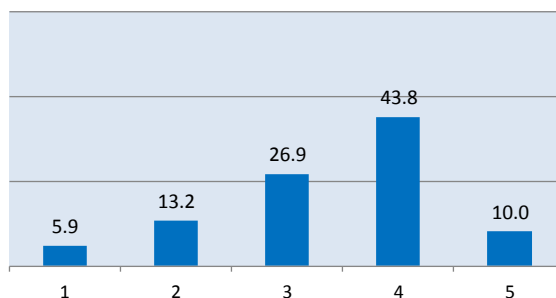
## GUIDING PRINCIPLES

These results report the extent to which employees believe that their departments reflect County guiding principles. As the chart illustrates, KCIT employees are moderately positive in their perceptions of KCIT's reflection of King County guiding principles. They are more likely to describe their department as service-oriented, results-focused, and professional, and less likely to characterize KCIT as collaborative, accountable, innovative, and fair and just.

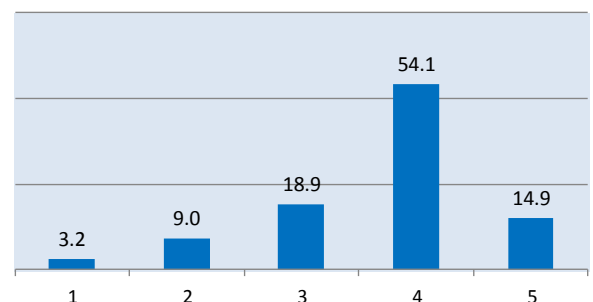


Just over half of KCIT respondents have solidly positive perceptions of departmental collaboration, but two-thirds perceive the department as service-oriented and results-focused.

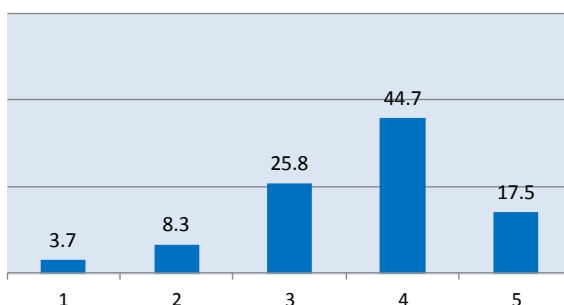
My department is Collaborative -  
% responding



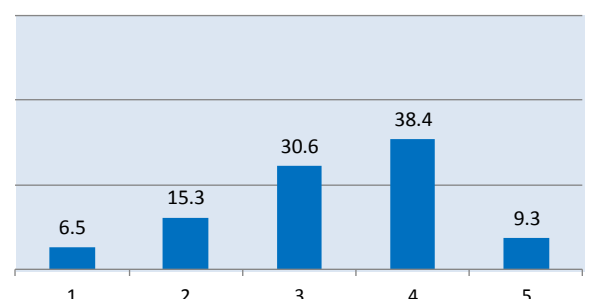
My department is Service-oriented -  
% responding



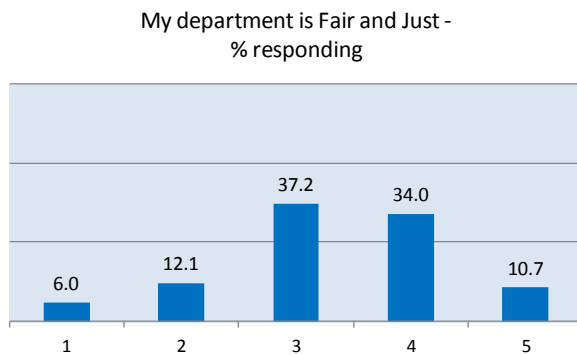
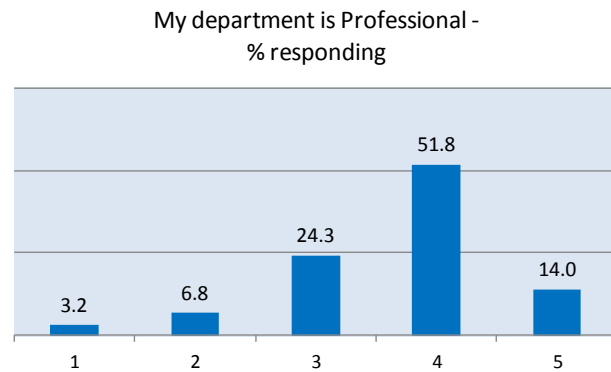
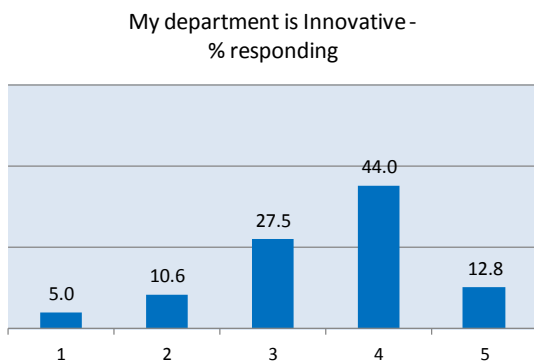
My department is Results-focused -  
% responding



My department is Accountable -  
% responding



While over half of KCIT employees do not perceive the department as accountable, almost two-thirds think it is professional. Many also do not see KCIT as particularly innovative.



Fully half of KCIT respondents report neutral to negative perceptions of KCIT as fair and just within the department, with the highest number of neutral responses in the Guiding Principles section of the survey.

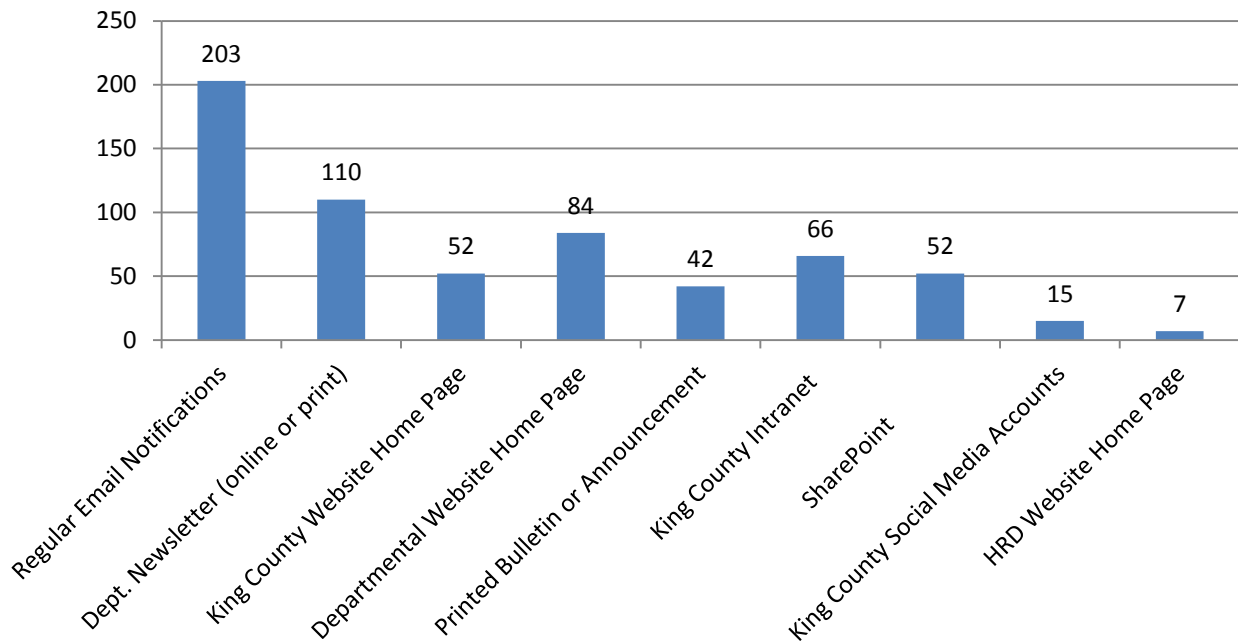
As with previous findings in the management section, these findings may suggest to management that they increase their visibility with employees to explain

the rationale for policies and initiatives when appropriate, focusing on how those are being implemented/rolled-out in a fair, just, and comprehensive manner to achieve County goals and objectives.

## Communication Preferences

Employees were asked how they prefer to receive relevant information at King County. The chart below reports the total number of employees who listed each communication medium as their first, second, or third choice.

Similar to the findings for King County overall, KCIT employees prefer to receive information via regular email notifications. Respondents also prefer KCIT's departmental newsletter and website as other top choices. Not surprisingly, KCIT employees tend to use on-line media, with very few preferring printed documentation.



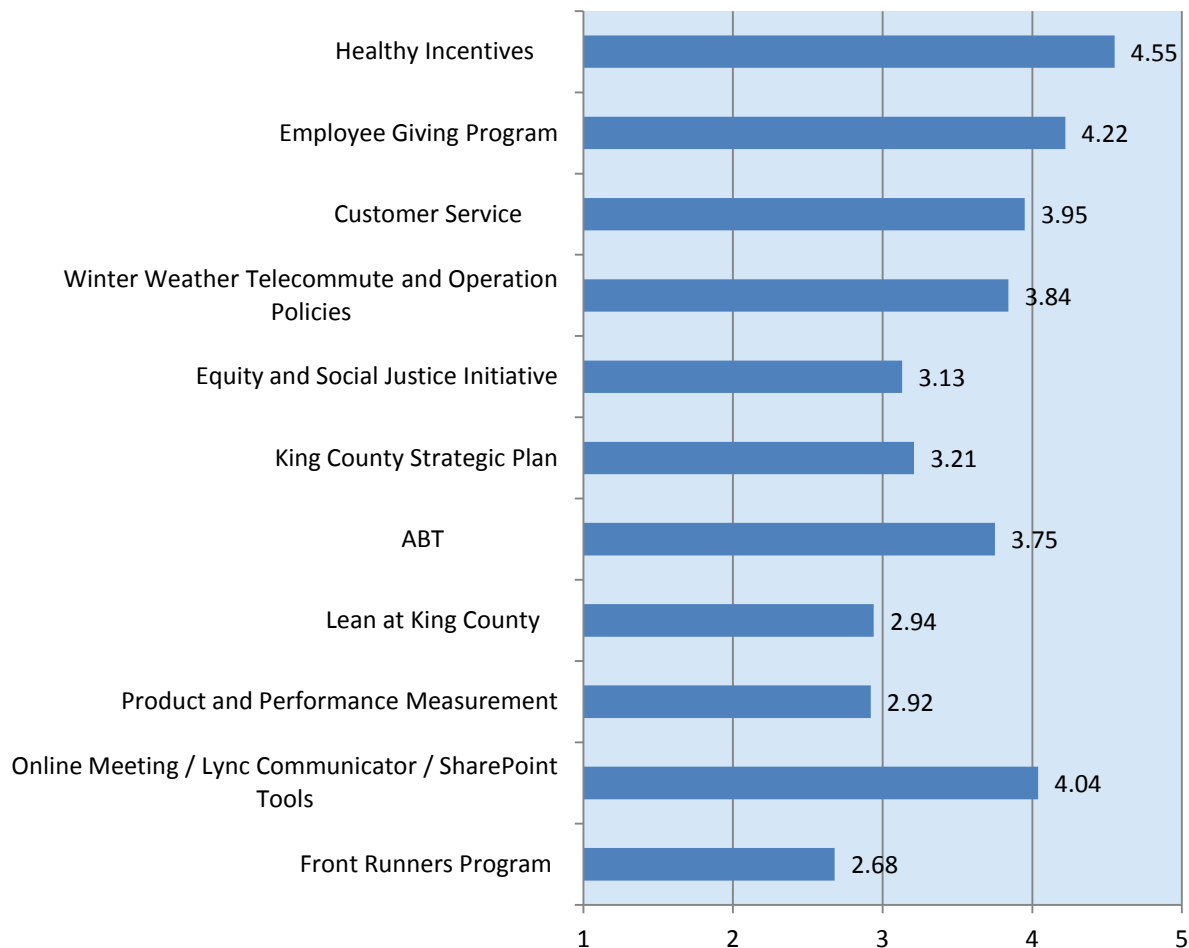
## Familiarity with King County Initiatives

Employees were asked to rate their familiarity with a range of King County initiatives using the scale to the right. While this scale is also five-point, major differences in scale design mean that these are not comparable to those in the rest of the study. Lower means indicate employees are not familiar and have low understanding of an initiative. Higher scores indicate both familiarity and understanding.

Consistent with overall results, KCIT employees are most familiar with the “Healthy Incentives” program and the least familiar with “Front Runners.” However, KCIT employees are much more familiar with the “Online Meeting / Lync Communicator / SharePoint Tools” program than other King County Departments.

### FAMILIARITY SCALING

1. I am not at all familiar with this effort; I do not know what this is
2. I have heard of this effort but do not know anything about it
3. I am somewhat familiar with what this effort is and what it is about
4. I am familiar with this effort and I understand what it is about
5. I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group



**APPENDIX:**  
**2012 King County Employee Survey**  
**(Paper Copy)**



**King County**

March 6, 2012

Dear fellow King County employee:

We need your opinion. We are speaking as “One King County” to ask you to complete the anonymous employee survey that is attached to this letter so we can better understand how we are doing as an employer, and how we are all working together toward the goals in the King County Strategic Plan.

As King County government’s most valuable asset, your participation will help us identify how we are meeting the Service Excellence and Quality Workforce goals of the King County Strategic Plan. We will also use this information to learn where we need to focus resources and tools to support improvements. Your candid responses are needed; the survey will be anonymous.

The survey is also available online if you would prefer to take it electronically:

<https://www.surveymk.com/s/KCEmployeeSurvey2012>. No identifying computer data (such as IP addresses) will be collected.

We look to you to help us continuously improve our quality public services to the people of King County. We appreciate your participation in the employee survey, and thank you for all you do.

Sincerely,

Dow Constantine,  
King County Executive

Lloyd Hara,  
King County Assessor

Sherril Huff,  
King County Elections Director

Dan Satterberg,  
King County Prosecutor

Sue Rahr,  
King County Sheriff

Larry Gossett, Chair  
King County Council District 2

Jane Hague, Vice Chair  
King County Council District 6

Bob Ferguson,  
King County Council District 1

Kathy Lambert,  
King County Council District 3

Larry Phillips,  
King County Council District 4

Julia Patterson,  
King County Council District 5

Pete von Reichbauer,  
King County Council District 7

Joe McDermott,  
King County Council District 8

Reagan Dunn,  
King County Council District 9





## 2012 King County Employee Survey

Please take a few minutes to complete the following questions by checking the box or circling your answer to each question. When you have finished, please seal your completed questionnaire in the attached envelope and mail it to our research consultant by **March 16, 2012**.

The purpose of this study is to better understand employee perceptions as they relate to a broad range of County initiatives and priorities. We will use this information in our strategic planning efforts and to improve how we meet the needs of our employees and customers. All responses will be kept anonymous; we are asking for demographic information only to help us understand differences across groups. Results will be reported in aggregate form; no single employee's response can or will be identified. To further protect the confidentiality of responses, we've asked our outside consultant, Communication Resources Northwest, to gather and analyze the data on our behalf.

If you have any questions about the study or your participation, you may contact Communication Resources' project manager, Meg Winch, directly at (877) 316-8344 or the King County project manager, Lynn Argento, at (206) 263-9644.

For alternative versions of this survey, please contact (206) 263-9644 or  
[KCEmployeeSurvey@kingcounty.gov](mailto:KCEmployeeSurvey@kingcounty.gov)

In what department or agency do you work? *Please check only one. (If you work with more than one, please check the department with which you are primarily associated.)*

- |                                                                                                                                        |                                                                                                 |
|----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> Adult & Juvenile Detention                                                                                    | <input type="checkbox"/> DNRP: Parks & Recreation                                               |
| <input type="checkbox"/> Assessments                                                                                                   | <input type="checkbox"/> DNRP: Solid Waste                                                      |
| <input type="checkbox"/> Community & Human Services                                                                                    | <input type="checkbox"/> DNRP: Wastewater Treatment                                             |
| <input type="checkbox"/> DES: ABT / BRC (Accountable Business Transformation / Business Resource Center)                               | <input type="checkbox"/> DNRP: Water & Land Resources                                           |
| <input type="checkbox"/> DES: FBOD (Finance & Business Operations Division)                                                            | <input type="checkbox"/> DOT: METRO Transit                                                     |
| <input type="checkbox"/> DES: FMD (Facilities Management Division)                                                                     | <input type="checkbox"/> DOT: Road Services                                                     |
| <input type="checkbox"/> DES: HRD (Human Resources Division)                                                                           | <input type="checkbox"/> DOT: Fleet Administration                                              |
| <input type="checkbox"/> DES: ORM (Office of Risk Management)                                                                          | <input type="checkbox"/> DOT: Airport                                                           |
| <input type="checkbox"/> DES: OEM (Office of Emergency Management)                                                                     | <input type="checkbox"/> DOT: Director's Office                                                 |
| <input type="checkbox"/> DES: RALS (Records and Licensing Services)                                                                    | <input type="checkbox"/> DOT: Marine                                                            |
| <input type="checkbox"/> DES: Other (includes Director's Office, Office of Civil Rights, Alternative Dispute Resolution, Ethics, etc.) | <input type="checkbox"/> Elections                                                              |
| <input type="checkbox"/> Development & Environmental Services                                                                          | <input type="checkbox"/> Executive Offices (including PSB)                                      |
| <input type="checkbox"/> DNRP: Director's Office                                                                                       | <input type="checkbox"/> Judicial Administration                                                |
|                                                                                                                                        | <input type="checkbox"/> Legislative Offices (including Council, County Auditor, and Ombudsman) |
|                                                                                                                                        | <input type="checkbox"/> King County Information Technology                                     |
|                                                                                                                                        | <input type="checkbox"/> Prosecuting Attorney's Office                                          |
|                                                                                                                                        | <input type="checkbox"/> Public Health                                                          |
|                                                                                                                                        | <input type="checkbox"/> Sheriff's Office                                                       |

## OVERALL JOB SATISFACTION

Please rate your level of satisfaction with each of the following characteristics of your job using the 1-5 point scale where "1" means "I am very dissatisfied" and "5" means "I am very satisfied."

Please circle the number corresponding to your level of satisfaction.	1	2	3	4	5	N/A
	<i>I am very dissatisfied</i>	<i>I am dissatisfied</i>	<i>Neither dissatisfied nor satisfied</i>	<i>I am satisfied</i>	<i>I am very satisfied</i>	<i>Not sure / not relevant</i>
My job overall	1	2	3	4	5	0
The recognition I receive for doing good work	1	2	3	4	5	0
The level of challenge in my work	1	2	3	4	5	0
The supervision I receive	1	2	3	4	5	0
The resources provided to do my job	1	2	3	4	5	0

## WORKING AT KING COUNTY

Please provide your level of agreement with each of the following statements about working at King County using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
<b>Work Environment</b>						
I am proud to work at King County.	1	2	3	4	5	0
I would recommend King County as a good place to work.	1	2	3	4	5	0
In general, I am treated with respect, regardless of my race, gender, sexual orientation, gender identity or expression, color, marital status, religion, ancestry, national origin, disability, or age.	1	2	3	4	5	0
Employees in my department treat each other (coworkers) with respect.	1	2	3	4	5	0
King County programs and policies support a work/life balance.	1	2	3	4	5	0

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
<b>Mission and Goals</b>						
My work contributes to the success of King County.	1	2	3	4	5	0
I am familiar with my department's mission and goals.	1	2	3	4	5	0
My department's mission and goals give direction to my work.	1	2	3	4	5	0
I feel connected to the mission, guiding principles, and goals of the King County Strategic Plan.	1	2	3	4	5	0
I understand how my performance relates to my work group's goals and objectives.	1	2	3	4	5	0
<b>Personal Development and Achievement</b>						
I have a clear understanding of my career path and how to advance at King County.	1	2	3	4	5	0
In the last year, I have had opportunities to learn and grow professionally.	1	2	3	4	5	0
King County supports training to help employees perform effectively.	1	2	3	4	5	0
I feel personally responsible for keeping my knowledge and capabilities current.	1	2	3	4	5	0
When available, I take advantage of training opportunities.	1	2	3	4	5	0
<b>Resources and Decision-Making</b>						
The volume of work I have to do often keeps me from doing high quality work.	1	2	3	4	5	0
I feel comfortable making day-to-day decisions about my work.	1	2	3	4	5	0
I have the necessary tools and resources to do my job.	1	2	3	4	5	0
My skills are well matched to my work responsibilities.	1	2	3	4	5	0

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
<b>Teamwork</b>						
My work group works well with other King County groups to solve problems and achieve common goals.	1	2	3	4	5	0
The teams in which I work function effectively to achieve their objectives.	1	2	3	4	5	0
Team problems are dealt with appropriately to avoid impacts to the work we do at the County.	1	2	3	4	5	0
<b>Communication</b>						
I have a clear understanding of what is expected of me in my job.	1	2	3	4	5	0
I receive the information I need to do my job.	1	2	3	4	5	0
I feel well informed about government-related King County events and employee news.	1	2	3	4	5	0
<b>Continuous Improvement</b>						
My department is open to new ideas to improve the way we work.	1	2	3	4	5	0
My suggestions to improve my work and the work environment are recognized as valuable.	1	2	3	4	5	0
My work group uses data effectively to learn and improve.	1	2	3	4	5	0
Process improvements are successfully implemented in my work group.	1	2	3	4	5	0
Quality gets the attention it deserves in my work group.	1	2	3	4	5	0
<b>Customer Service</b>						
My work group strives to provide high quality customer service.	1	2	3	4	5	0
My work group seeks feedback/input from customers.	1	2	3	4	5	0
My work group uses customer input to improve service delivery.	1	2	3	4	5	0
My work group is responsive to the needs and expectations of customers.	1	2	3	4	5	0

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
<b>Performance Management</b>						
I regularly receive feedback about my work performance from my supervisor.	1	2	3	4	5	0
The feedback I do receive helps me learn and improve.	1	2	3	4	5	0
Have you received a performance appraisal in the last 12 months?	<input type="checkbox"/> Yes		<input type="checkbox"/> No		<input type="checkbox"/> N/A	
My last performance appraisal provided me with relevant information about my performance.	1	2	3	4	5	0
Superior performance is valued in my department.	1	2	3	4	5	0

## YOUR SUPERVISOR

For the following questions, please provide your level of agreement with each of the following statements using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
My supervisor provides recognition for employees who do good work.	1	2	3	4	5	0
My supervisor communicates openly and honestly.	1	2	3	4	5	0
My supervisor encourages continuous improvement.	1	2	3	4	5	0
My supervisor provides clear direction.	1	2	3	4	5	0
My supervisor ensures I have what I need to do my job well.	1	2	3	4	5	0

## YOUR DEPARTMENT'S MANAGEMENT

For the following questions, please provide your level of agreement using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree." **Note: "Management" might include any or all of the following – Director, Deputy, Agency Head, Chief of Staff, etc.**

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
My Department's Management has a clear vision for the Department.	1	2	3	4	5	0
My Department's Management communicates the Department's mission and goals.	1	2	3	4	5	0
My Department's Management communicates openly and honestly.	1	2	3	4	5	0
My Department's Management exercises strong leadership.	1	2	3	4	5	0
My Department's Management is visible to employees as a leader.	1	2	3	4	5	0
My Department's Management is transparent in decisions affecting employees.	1	2	3	4	5	0

## INTERNAL KING COUNTY INFORMATION ACCESS

Below is a list of methods to which we may be able to post information that is relevant to you as an employee. Please choose and rank three in order of what you prefer to use. Write "1" if the method is your most preferred option, "2" if the method is your second most preferred option, and "3" if the method is your third most preferred option. Leave other options blank.

Option/Method	Rank (Choose ONLY Three!)
Regular Email Notifications	
King County Website Home Page	
My Department Website Home Page	
Human Resources Division Website Home Page	
King County Social Media Accounts (for example: Facebook, Twitter)	
King County Intranet	
SharePoint	
Department Newsletter (online or print)	
Printed Bulletin or Announcements	

## GUIDING PRINCIPLE QUESTIONS

Following are statements that may describe your department. Please rate your level of agreement with each statement using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
My Department is <b>Collaborative</b>	1	2	3	4	5	0
My Department is <b>Service-oriented</b>	1	2	3	4	5	0
My Department is <b>Results-focused</b>	1	2	3	4	5	0
My Department is <b>Accountable</b>	1	2	3	4	5	0
My Department is <b>Innovative</b>	1	2	3	4	5	0
My Department is <b>Professional</b>	1	2	3	4	5	0
My Department is <b>Fair and Just</b>	1	2	3	4	5	0

## COUNTYWIDE INITIATIVES

Please identify your level of familiarity with each of the following countywide efforts using the 1-5 point scale where "1" means "I am not familiar at all with this effort; I do not know what this is" and "5" means "I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group."

Please circle the number corresponding to your level of familiarity with each countywide effort.	1	2	3	4	5
	<i>I am not at all familiar with this effort; I do not know what this is</i>	<i>I have heard of this effort but do not know anything about it</i>	<i>I am somewhat familiar with what this effort is and what it is about</i>	<i>I am familiar with this effort and I understand what it is about</i>	<i>I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group</i>
Lean at King County	1	2	3	4	5
Equity and Social Justice Initiative	1	2	3	4	5
Healthy Incentives	1	2	3	4	5
Product and Performance Measurement	1	2	3	4	5
King County Strategic Plan	1	2	3	4	5
ABT	1	2	3	4	5
Winter Weather Telecommute and Operation Policies	1	2	3	4	5
Front Runners Program	1	2	3	4	5
Online Meeting / Lync Communicator / SharePoint Tools	1	2	3	4	5
Employee Giving Program	1	2	3	4	5
Customer Service	1	2	3	4	5

## BACKGROUND QUESTIONS

*The following questions ask some information about you and your role at the County. This information will NOT be used to identify you. We will use this information to better understand how different groups of employees think about the County and the work we do here. Please provide this information so we can best understand how our employees perceive the County.*

Is supervising employees a part of your job?

- ☐ Yes      ☐ No

Are you represented by a union?

- ☐ Yes      ☐ No

Which of the following best describes your position in King County? *(Please choose only one.)*

- |                                                                                                                                                        |                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> Administrative Support (for example: administrative specialist, clerical, scheduling coordinator, secretary, legal assistant) | <input type="checkbox"/> Skilled Crafts – non-supervising (for example: carpenter, metal fabricator, truck driver, heavy equipment operator, electrician, facilities or vehicle maintenance) |
| <input type="checkbox"/> General Labor (for example: custodian, maintenance or parks specialist)                                                       |                                                                                                                                                                                              |
| <input type="checkbox"/> Transit Operator                                                                                                              | <input type="checkbox"/> Professional – non-supervising (for example: registered nurse, analyst, project/program manager, engineer, labor negotiator, database administrator, system tech)   |
| <input type="checkbox"/> Law Enforcement (for example: sheriff deputy, corrections officer)                                                            |                                                                                                                                                                                              |
| <input type="checkbox"/> Supervisor/Lead                                                                                                               |                                                                                                                                                                                              |
| <input type="checkbox"/> Mid-Level Management                                                                                                          |                                                                                                                                                                                              |
| <input type="checkbox"/> Senior/Executive Management                                                                                                   |                                                                                                                                                                                              |

What is your primary work location?

- ☐ Downtown Seattle      ☐ Other work location

How long have you worked for King County?

- ☐ Less than 1 year    ☐ 1-5 years    ☐ 6-10 years    ☐ 11-15 years    ☐ 16-20 years    ☐ More than 20 years

*Note: This questionnaire does not indicate bargainable positions, and results will not be used to validate management's bargaining positions. Survey answers submitted do not constitute notice of a report or complaint under the County's non-discrimination and anti-harassment policy. All responses will be kept anonymous; we are asking for demographic information only to help us understand differences across groups. Results will be reported in aggregate form; no single employee's response can or will be identified.*

**THANK YOU FOR COMPLETING THIS SURVEY**





# **King County**

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